

INFANTRY COMPANY IN OFFENSIVE OPERATIONS

Subcourse IN0721

ARMY CORRESPONDENCE COURSES
U.S. ARMY INFANTRY SCHOOL
Fort Benning, Georgia 31905

GENERAL

Seven credit hours will be awarded for successful completion of this subcourse. This subcourse contains four lessons on Infantry Company in Offensive Operations. In each lesson you will learn to perform a specific task required in planning an infantry company offensive operation by applying doctrinal considerations to meet the requirements of the mission.

In Lesson 1, Conduct Initial Planning, you will achieve the following objective:

- **Task:** Conduct initial planning.
- **Condition:** Given a tactical situation, a map pertaining to the simulated tactical situation, a battalion operation order, and a worksheet designed to test your ability to develop input for a warning order.
- **Standard:** The initial planning should include a plan for the use of available time, a completed warning order worksheet which includes addressees, the nature and the time of the operation, appropriate special instructions to subordinates, and the time and place for issuance of the complete operation order as well as who is to attend, and a selection of appropriate reconnaissance personnel.

In Lesson 2, Plan for a Passage of Lines, you will achieve the following objective:

- **Task:** Plan for a passage of lines.
- **Condition:** Given a tactical situation, a map pertaining to the simulated tactical situation, and a battalion operation order.
- **Standard:** The input for paragraphs 3 and 4 of a company OPORD to plan for the passage of lines should include coordinates, measures for combat support, combat service support, exchange of tactical plans, transfer of responsibility, traffic control, communications, and execution.

In Lesson 3, Plan for the Consolidation of an Objective, you will achieve the following objective:

- **Task:** Plan for the consolidation of an objective.

- **Condition:** Given a tactical situation, a map pertaining to the simulated tactical situation, and a battalion operation order.
- **Standard:** The plan selected must assign locations and specific areas of responsibilities to the maneuver platoons based on the terrain feature or clock methods, provide for security and deployment of supporting AT weapons to include assignment of a principle direction of fire, modify indirect preplanned fires as necessary, position OP's and patrols to the front and flanks, and provide for security of combat and combat service support elements organic and attached.

In Lesson 4, Complete an Infantry Attack Plan, you will achieve the following objective:

- **Task:** Complete an infantry company attack plan.
- **Condition:** Given a tactical situation, a map pertaining to the simulated tactical situation, a battalion operation order, and a worksheet designed to test your ability to develop input for a company OPORD.
- **Standard:** Paragraphs 3 and 4 of the company OPORD worksheet are completed. Paragraph 3 must contain a scheme of maneuver based on the assigned mission, enemy situation, terrain, weather, and troops available, a fire support plan to complement the scheme of maneuver, special instructions to subordinate units, coordinating instructions (to include control measures, timings, consolidation, and reorganization), and provide for the accomplishment of all unit tasks in the battalion order. Paragraph 4 must cover the movement of company trains, provisions for the evacuation of wounded, handling of PW's, vehicle recovery and instructions pertaining to service support.

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Lesson 1

CONDUCT INITIAL PLANNING

The task taught in this lesson is performed by a company commander. It consists of:

- Identifying doctrinal considerations
- Planning the use of available time
- Completing a warning order
- Selecting reconnaissance personnel.

Task: Conduct initial planning.

Condition: Given a tactical situation, a map pertaining to the simulated tactical situation, a battalion operation order, and a worksheet designed to test your ability to develop input for a warning order.

Standard: The initial planning should include a plan for the use of available time, a completed warning order worksheet which includes addressees, nature and time of the operation, appropriate special instructions to subordinates, and the time and place for issuance of the complete operation order as well as who is to attend, and a selection of appropriate reconnaissance personnel.

Exercise 1: IDENTIFYING DOCTRINAL CONSIDERATIONS

Application of Doctrinal Considerations

To ensure that initial planning is conducted to accomplish the objective of an infantry company offensive operation, specific Army doctrine has been established. To conduct initial planning, you, as commander, must take into account those considerations that apply to planning the use of available time, issuing a warning order, and selecting reconnaissance personnel.

Read now, for a detailed explanation of doctrinal considerations applicable to offensive operations, [pages 3-13 through 3-21 and pages B-3 through B-5 of FM 7-20.](#)

The commander's concept of the operation is essential to the initial planning which must occur. He evaluates all available information in order to come up with his best plan of attack. He continually refines and updates this concept as additional information becomes available. When he receives his mission, the overall picture materializes and he begins to visualize the entire employment and the interactions of supporting units.

The considerations he applies to the operation include the mission, the capabilities of the enemy, terrain and weather, the troops available, and time and space. These factors are known as METT and are applied continuously through the operation.

The orderly development of the concept of the mission is through the estimate of the specific situation. Again, the factors of METT are considered, as well as what the commander's options are as far as his possible courses of action.

Plans and Orders

Obviously, plans and orders express the commander's concept of the operation. Time plays an important role, however, in the actual planning, coordination, and issuance of orders.

If the commander and his staff have a great deal of time before the mission is to begin, written orders will be issued. If the time before the mission is little, then oral or abbreviated orders may be issued. Whatever the case, the one-third guideline is applicable. That is, use one-third of the time between the mission and when you receive the order for your own planning, allow subordinates the other two-thirds for their own planning purposes.

Operation Orders (OPORD's) are detailed, five-paragraph explanations of the mission and of how and by whom it is to be executed. These are originated at the battalion level. Fragmentary Orders (FRAGO's) are of immediate concern to the subordinate levels. They are usually oral and contain information critical to the executive of the mission, specific to each subordinate unit.

Troop Leading

The troop leading process should be the automatic thought process of the company commander. This process includes the following steps:

- Receive the Mission
- Issue the Warning Order
- Make a Tentative Plan
- Initiate Necessary Movement
- Reconnoiter
- Complete the Plan
- Issue Orders
- Supervise and Refine

Now that you've read the extract pages of FM 7-20 and have completed the instructional material of this exercise, let's see what you've learned.

Proceed to [**Practical Exercise 1**](#) and begin.

LESSON 1

PRACTICE EXERCISE 1

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

1. You have just received your mission order. As Company Commander, you must plan for the mission. How should you allot your planning time?
2. After receiving a mission order, you will complete certain actions. What is the logical sequence of these actions?
3. If time permits, you would conduct a ground reconnaissance of the area of operation. When, ideally, would this take place and with whom?
4. Warning orders are normally used at what level of command?
5. What is the commander's estimate based upon?
6. What does the commander's estimate include?
7. Why is it important to have up-to-date tactical SOP's?
8. Troop leading procedures are important at all levels of command. The process becomes _____, _____, and _____ at each lower level of command.
9. The factors known as METT include what considerations?

Exercise 2: PLANNING THE USE OF AVAILABLE TIME

Use Planning Time Effectively

In the first exercise you learned about the one-third rule for planning. During that time period which represents your time to plan, there are several events which must take place:

- Determine the tactical and technical requirements of the mission
- Determine a planning schedule
- Use reverse planning.

At this time review [pages B-4 and B-5 from Appendix B of FM 7-20.](#)

In order to plan for your company's offensive operation you must apply METT to your tactical and technical situations. Once you've established the factors of METT which apply, you must also determine how much time (days, hours, etc) is available for planning, and, also, what tasks, obvious or implied, must your unit accomplish to successfully perform the mission.

Once this information about required tasks and time constraints has been established, you must determine a schedule for those events which must take place between the time you receive the order and the time you execute the order.

After determining a schedule of events based upon your mission and situation, a time schedule for initiating each event is required. A minimum of two-thirds of the time available for planning is set aside for subordinates to plan and prepare for the mission. The remaining time is used by the commander for planning purposes. To set up the time schedule, the commander works backwards from the time he wants his subordinates ready for the mission. Time is then allocated to each task. This process is called reverse planning. Remember that your available time for planning begins upon receipt of the mission and lasts until the execution of mission.

Now that you've reviewed the extract pages of FM 7-20 and have completed the instructional material of this exercise, let's see what you've learned.

Proceed to [Practical Exercise 2](#) and begin.

LESSON 1

PRACTICE EXERCISE 2

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

Use the following situation and the [OPORD](#) to answer questions 1 through 5.

Situation:

You are the commander of Co B 1-67 Inf and currently the company is on reserve, 50 meters to the rear of the LD/LC. Co A and Co C are in a defensive position along the LD/LC. Co C is on the right; Co A is on the left. The time is 091330 Sep and you have just received the battalion OPORD.

Read the [OPORD](#) now, before you begin the questions.

1. How many hours are available for planning?
2. You will issue your order no later than .
3. Analyzing your OPORD, you determine your initial task for the mission as

4. After completing the initial task, Co B will

5. Paragraph 5 of the OPORD indicates that Co B has still another task, which is:

Match the events of Column B to their proper time period for a Bn OPORD which was received at 1000. The mission is scheduled for 1900.

Column A	Column B
6. 1900.	a. Depart present location.
7. 1830.	b. Coordinate with Bn and commanders of Co's A & B.
8. 1630.	c. Cross LD/LC.
9. 1500.	d. Issue warning order.
10. 1345.	e. Issue OPORD.
11. 1330.	f. Conduct reconnaissance.
12. 1300.	g. Make tentative plan.

Exercise 3: COMPLETING A WARNING ORDER

The Warning Order

After the company commander has analyzed his mission and planned the use of available time, the commander then issues a warning order. The warning order enables his subordinates to plan and prepare for the mission.

Read the extract of page [J-1 from FM 7-10](#).

Read the following extract from FM 7-20 about the issuance of warning orders.

A unit leader issues a warning order as early as possible - preferably on receipt of a warning order or immediately following receipt of an order from higher headquarters. He does this by telling his subordinates the mission, time it starts, and the time and place for issuance of the actual order. This permits better use of time available to plan and prepare. A warning order is usually issued orally.

Tactical/Technical Requirements of the Warning Order

As a company commander, you must analyze your mission order to extract those pieces of information that will enable you to issue a warning order to your subordinates. You need to:

- Identify to whom the order pertains
- Identify your mission
- Identify the time the mission starts
- Determine what special instructions, if any, apply to your subordinates in terms of specifics regarding such things as ammunition or equipment needed to carry out the mission
- Identify the time and location the complete order will be given and who should be there.

After receiving an oral order from the battalion commander, each company commander will issue his warning order, which will be brief and specific enough only to allow subordinates to understand the mission.

After the company commander has received the OPORD, a more detailed warning order can be issued.

Now that you've read the extract page of FM 7-10 and have completed the instructional material of this exercise, let's see what you've learned.

Proceed to [Practical Exercise 3](#) and begin.

LESSON 1

PRACTICE EXERCISE 3

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

1. A warning order includes which essential elements?

Use the Battalion OPORD of this exercise to answer questions 2 and 3 of this Lesson.

2. You are the commander of Co B. What would you include in the "nature of the operation" part of the warning order?
3. Use the space below and prepare a complete warning order for your company. Order should include, as a minimum, the four segments of the warning order.

Exercise 4: SELECTING RECONNAISSANCE PERSONNEL

Determining Requirements of Mission and Situation

Your selection of reconnaissance personnel is determined by applying METT to the tactical situation and mission. Who you choose to bring along as part of your reconnaissance group may be influenced by such factors as time of the attack, size of the reconnaissance area, and the tactical situation.

Read the extract, from FM 7-10, below explaining step 5 of the troop leading procedure, "Reconnoiter."

RECONNOITER

To make the best use of the terrain in an area, the commander must see it. There may be times when he can only make a map reconnaissance. If he has time, and if the situation permits, he reconnoiters as much of the terrain as possible. On that reconnaissance, he confirms his tentative plan or changes it to better exploit the capabilities of his weapons and to gain protection for his troops. He normally takes his FIST chief, weapons platoon leader, and other key personnel (as required) with him to let them reconnoiter the area too and to get their advice. During the reconnaissance, the commander analyzes the terrain. He should also provide reconnaissance time to any subordinate leader who did not accompany him on the reconnaissance.

Platoon leaders are usually part of the reconnaissance group because they need to see the ground over which they will operate. Seeing the zone of action will give them an appreciation of the terrain from which to formulate their own tactical plans.

The FIST Chief and RATELO are also usually a part of the reconnaissance group. The FIST Chief's primary function is to assist in fire support planning while the RATELO provides continuous communication between higher and lower echelons. Use of the XO and 1SG as part of the reconnaissance group is optional. They may assist in the performance of reconnaissance duties when the size of the reconnaissance area or mission require their participation.

Of course there are some missions, after being evaluated, which may require specific subordinates to accompany the reconnaissance group. You should remember that the time available is critical to planning any operation and, that, in many instances, there is not sufficient time to conduct a reconnaissance with your subordinate leaders. A map reconnaissance may be the only way, in terms of time available, to survey the area of operation.

Now that you've read the extract from FM 7-10 and have completed the instructional material of this exercise, let's see what you've learned.

Proceed to [**Practical Exercise 4**](#) and begin.

LESSON 1

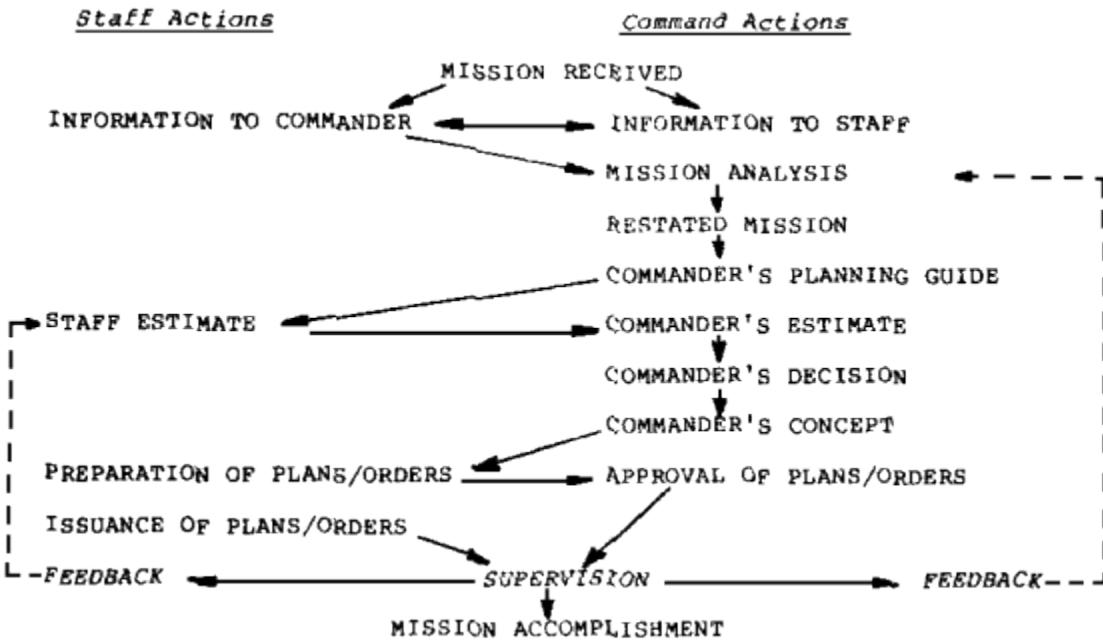
PRACTICE EXERCISE 4

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

1. The mission task which would most influence your selection of reconnaissance and personnel is
•
2. After you have evaluated the mission you decide that the reconnaissance party will consist of the _____, _____, _____, and
•
3. The primary purpose of having the FIST Chief with you on reconnaissance is
4. Your XO has been wounded and evacuated. You had planned to take him on the reconnaissance. You will now
5. Why do platoon leaders need to see the ground on which they will operate?

EXTRACT OF FM 7-20

COMMAND AND STAFF ACTIONS



The decision making process, which involves the most complete interaction of the battalion commander and staff, is the sequence of command and staff actions. This decision making process is continuous but is most evident when the battalion must conduct missions requiring detailed plans. Time often becomes the most critical factor in regulating the depth of the interactions. Because command and staff actions are a means to an end, as are troop-leading procedures, the battalion commander follows them to the degree he needs to make timely decisions.

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The sequence of command and staff actions begins with the receipt of the mission. Normally, the mission is assigned by brigade headquarters. At best, the battalion commander receives the OPORD in person and the brigade commander articulates the mission so that the commander fully understands his intent. At worst, the battalion commander may receive the mission in an OPORD, delivered by messenger. On receipt of the mission, the battalion commander and staff exchange information. The battalion commander provides the staff a warning order on the mission. The staff updates the battalion commander on critical matters that pertain to their area of responsibility.

The battalion commander then conducts a mission analysis to insure that he identifies all the specified and implied tasks contained in the order. The tasks that are essential to the overall success of the mission are then incorporated into the battalion commander's restated mission. It is a clear, concise statement of the task(s) to be accomplished by the command and the purpose to be achieved.

The restated mission becomes the basis of all commander and staff estimates, oral or written, and it becomes paragraph 2 (MISSION) of the battalion OPORD. Along with his restated mission, the battalion commander provides the staff with planning guidance. The frequency, amount, and content of the planning guidance will vary with the mission, time and information available, situation, and experience of the commander and the staff. When time is available, the guidance may be general so as to give the staff maximum leeway in developing courses of action, staff estimates, and recommendations. However, the battalion commander may give the staff specific guidance, impose restrictions, or give the staff courses of action to consider. Generally, the less time available, the more specific the guidance will be.

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The coordinating staff then prepares and presents their estimates and recommendations to the battalion commander. The staff members coordinate with each other while the estimates are being made. The coordination can be formally organized by the executive officer. More often, the coordination is informal, with staff estimates based on tentative courses of action developed by the S3. The S3 develops tentative courses of action for staff consideration, based on the restated mission, the commander's guidance, and the significant conditions that directly oppose the success of any friendly course of action. Those courses of action represent possible solutions to the accomplishment of the mission. Courses of action, although stated in general terms, are formulated in sufficient detail to distinguish one from the other, and to provide a base for a flexible analysis. The courses of action developed by the staff are analyzed based on the factors of mission, enemy, terrain and weather, and troops and time available (METT). Most often, the S3 or executive officer presents the staff's joint recommended course of action to the commander. By that time, the staff has determined if they can support that course of action or if there are significant problems in their area of responsibility. After presenting the recommended course of action, the staff states its support of it, or significant problem areas.

While the staff is preparing its estimates, courses of action, and recommendation, the battalion commander similarly is preparing an informal commander's estimate. This estimate is based on personal knowledge of the situation, information from the staff, and personal reconnaissance. He usually takes at least his fire support officer on the reconnaissance with him and may include the S2, S3, and combat engineer. After presentation by the staff, the commander analyzes

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the courses of action and decides which to adopt, modified as necessary. His analysis is based on the factors of METT.

After deciding on the course of action to adopt, the battalion commander issues his commander's concept to the staff so they can prepare appropriate orders. The commander's concept is a description of how he visualizes the operation being conducted. It is through his concept that the commander's intent is expressed.

The commander's concept, estimates of the situation, and the factors of METT are applicable to both troop-leading procedures and command and staff actions and are discussed in detail later in the chapter.

The commander decides the amount of detail needed in the plans and orders to insure understanding among his staff and subordinate commanders. He may require written copies with overlays, one copy to talk from and overlays for subordinates; or he may use notes and a mapsheet. He issues his orders from a vantage point from which he can see the terrain, when possible, or from a map with graphics. He issues the order in sufficient detail to get across his intent. If the commander's intent is clearly understood, subordinates may then exercise initiative to accomplish the mission.

Commanders and staffs supervise the execution of orders.

Refinement of plans and orders, and changes to orders by FRAGO, are based on the feedback of information to the commander through reports and personal observations and contact.

TROOP-LEADING PROCEDURES

Through troop-leading procedures, the leader develops and issues instructions to his subordinates so that the unit can accomplish its assigned mission. The lower the echelon, the more simple, direct, and rapid is the process. Nevertheless, all the steps should be taken even if they are taken in a matter of seconds. In other words,

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the troop-leading steps should be an instinctive and automatic way of thinking for squad and platoon leaders and company commanders. Once the battle starts, subsequent orders and responses must be fast, effective, and simple. This requires teamwork. It also requires leaders who can turn a mission-type order into action that supports the plan of the next higher commander without detailed instructions. Elaborate troop-leading procedures reduce the responsiveness of the force.

Units often have little time to prepare for combat operations. They must be ready to execute a new mission in a matter of minutes or, at most, a few hours. Efficient use of available time to make adequate preparation is vitally important. Leaders can respond to new mission requirements and direct or redirect their elements quickly if they have mastered troop-leading and follow the steps instinctively. These troop-leading steps are common at all levels of command. They are important, yet not rigid. The leader modifies them as necessary to fit the mission, situation, and available time. The steps of troop-leading procedures are:

- Receive the mission and make an estimate of the situation.
- Issue a warning order.
- Develop the concept of operation and make a tentative plan.
- Initiate necessary movement.
- Reconnoiter.
- Complete the plan.
- Issue orders.
- Supervise and refine.

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Receive the Mission. Leaders may receive a mission in either an oral or written OPORD or a FRAGO. Upon receipt of an order, the leader begins his estimate of the situation and plans the use of available time. Often, the most critical resource when a unit receives a new mission is TIME, especially daylight hours, in which to prepare. The leader must not waste time that should be used by platoon and squad leaders for reconnaissance and planning of their own. A reasonable guideline is to use no more than one third of the available time for planning and leaving two thirds for the leaders of subordinate units. Thus, a company commander given 9 hours to prepare for an operation uses no more than 3 hours and provides at least 6 hours for subordinates to issue subsequent orders and make their preparations.

Issue a Warning Order. A leader issues a warning order as early as possible--preferably on receipt of a warning order or immediately following receipt of an order from higher headquarters. He does this by telling his subordinates the mission, the time it starts, and the time and place for issuance of the actual order. This permits better use of time available to plan and prepare. A warning order is usually issued orally. See Appendix 8 for a discussion of warning orders.

Make a Tentative Plan. The leader should make a tentative plan of how he intends to accomplish his mission. The leader's estimate is based on the considerations of METT. When the mission is complex and time is available, he may make a formal mental estimate. When time is short, the estimate is informal and made quickly. The estimate results in a decision by the leader as to what his concept of operation will be. The concept must include a scheme of maneuver and a fire support plan. The concept he develops is the basis for coordination, unit movement, reorganization (if any), and reconnaissance.

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The mission will usually be stated in terms that are specific as to WHO, WHAT, WHEN, WHERE, and WHY.

Initiate Necessary Movement. The leader will have many important matters on his mind at this point. Often, the driving consideration is the absolute necessity to make good use of the available time so that subordinates can reconnoiter, move, prepare, and fit their units and weapons to the ground. If the unit must move a considerable distance, it should be set in motion immediately, based on the first rough concept. This permits platoons and squads to get on the ground early. Then the leader needs to get out on the ground and see for himself how to best employ the combat power of his unit. SOPs permit all these actions to proceed simultaneously so that no time is wasted. Equally important are the movement SOPs of the companies. Brief oral orders must effect instant movement by every element of the company. For example, orders like the following will be commonplace: "Change of mission. Assemble vicinity Checkpoint 12 and prepare to move north on Route RED. Movement order is now 2d Platoon, 1st Platoon. Third platoon overwatch from present position and follow on order. Mortars and trains remain behind 3d Platoon."

When the company commander is called to receive an order, he normally takes with him the executive officer, fire support team (FIST) chief, or some other person of authority who can return to the unit to issue a follow-on warning order, prepare the unit, and, if necessary, move it. With these activities under control, the company commander can make his reconnaissance, confirm or modify his tentative plan, and be ready to issue his final order on the ground while the company is moving to its new location.

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Reconnoiter. To make best use of his forces and fires on the assigned terrain, the leader must see that terrain. If possible, he meets his subordinates at a vantage point where they can see the terrain. There will be times when he can only make a map reconnaissance, but if time is available and the situation permits, leaders should get out on the terrain. During the reconnaissance, the leader confirms his tentative plan or modifies it to take advantage of his weapons and protect his troops. If he can see only part of the assigned area, then he plans the details for only that part of the operation. The remainder is covered in general terms by telling subordinates to be prepared to take other actions.

Complete the Plan. As a result of the reconnaissance, the leader may or may not alter his tentative plan. He refines his concept and plans for fire support. He now focuses upon specific tasks for all units, insuring that his plan fits together simply and effectively.

Issue Orders. Most orders are issued orally, sometimes from a handwritten OPORD outline and a sketch or overlay. If the leader has made a reconnaissance, he will usually issue orders from a vantage point in the assigned area. This permits him to point out particular terrain features on the ground as well as on the map, and it eliminates time that might be spent in driving back to a CP to speak to subordinates who would then drive forward to reconnoiter. The leader will normally have only his own map available with control measures sketched on it. He then requires subordinates to copy this

information on their own maps. If the entire unit is moving or is already involved in an operation, he may issue orders over the radio or by messenger or may meet each subordinate in turn to instruct him face to face while the unit continues its activity. The leader must make his concept for the operation absolutely clear from beginning to end. Subordinates must understand how the leader sees the battle

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being fought and what he expects from each of them. They must also understand the tasks of adjacent and supporting elements. The company commander's subordinate leaders should also be clear on what actions to take in the event they lose communication with the commander.

Supervise and Refine. The leaders must supervise to insure that all necessary preparations for the conduct of the operation are being made, including coordination, reorganization, fire support, engineer activities, maintenance, resupply, movement, and any other required actions.

Once the operation is under way, the leader must monitor both friendly and enemy activity and issue FRAGOs to modify or refine the operation as the situation develops. Rarely will an operation be executed as initially planned. The requirement to supervise and provide strong decisive leadership is continuous.

COMMANDER'S CONCEPT OF OPERATION

In formulating plans for movement, offense, defense, or retrograde operations, the battalion commander's primary goal in using the decision making process is to develop, then execute, a concept of operation that will accomplish the unit's assigned mission.

The battalion commander's concept drives the planning process before the battle. It dictates the initial action of all elements during the battle. It also indicates appropriate courses of action as the battle develops. It is the common thread that runs through everything the battalion intends to do and does. Plans and orders are a formal, orderly expression of the concept.

The battalion commander should always have a concept in mind for the fighting of his battalion. He builds his basic concept on an in-depth understanding of the capabilities, limitations, and concepts of employment of the combat systems available to him. The more he

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WARNING ORDERS

Warning orders give notice of an action or an order that is to follow. They are usually issued as brief oral or written messages. Warning orders have four essential elements:

Addressees--tells recipient immediately if the order pertains to him.

Nature of the operation--stated in sufficient detail to allow recipients to begin routine or special preparations for the operation.

B-3

Time of the operation--stated precisely. This allows recipient to allocate time and set priorities.

Time and place the entire order is to be issued and who is to come--exact location and time tell subordinates when and where to go to receive the entire order. Detailing an SOP "orders group" who usually receives orders helps shorten this process.

It is essential that leaders and units at all levels have maximum time to prepare for an operation. Therefore, warning orders are issued at all levels down to squad or section. Upon receipt of a warning order, each leader issues his own warning order to his subordinates in as much detail as he can.

Warning Order Examples-

This order is representative of a warning order that might be issued by a battalion commander after receiving a warning order from the brigade commander. This warning order is given as a net call over the battalion wire net:

"1-66 Infantry will be assigned a defensive sector somewhere between coordinates 070885 and 123960. Be prepared to move within 24 hours. More information to follow when brigade issues the OPORD."

This second warning order is representative of a warning order that might be issued by a battalion commander after receiving the OPORD from the brigade commander. This warning order is given as a net call over the battalion command net (secure):

"1-66 Infantry has been assigned a defensive sector from coordinates 100909 to 110933 to 078949 to 075916 to be occupied by 221330A Jul ___. Only organic vehicles will be available for the move. Scout platoon departs ASAP to conduct area recon of assigned sector. Battalion order

B-4

to be issued at battalion TOC 211500A Jul __ to battalion orders group."

OPERATION ORDERS

Operation orders detail the coordinated action necessary to carry out the concept of the commander. The order itself is issued orally by the battalion commander or S3 to subordinates, as

described in chapter 3. It follows a standard five-paragraph format. An overlay should be prepared before the operation so that control measures are common throughout the battalion. Written orders, when completed, are also distributed to higher and adjacent units for information and are retained in unit files for historical purposes.

The most important part of any order is the commander's concept of the operation. He should personally explain his concept to subordinates in considerable detail so that there are no misunderstandings concerning what they are to do. Understanding how the commander envisions the battle being fought assists them in carrying out actions on their initiative when necessary--confident that they are operating within the framework of the commander's concept. The example attack, defense, and withdrawal orders, given later in this appendix, only provide the framework of the concept of operations. The commander would greatly expand on it orally.

The written order is the framework of the oral order presented by the battalion commander or S3. It does not contain all the details presented when the order is issued, but does contain sufficient detail so that the reader of the order can understand the concept of the operation.

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APPENDIX J COMBAT ORDERS

Combat orders are usually given orally at company level. They tell what is to be done and how it is to be done. **Orders must be--**

- **clear (to insure they are understood),**
- **complete (to provide required information), and**
- **concise (to avoid nonessential or confusing information).**

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Warning Order.....	J-2
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Lesson 2

PLAN FOR A PASSAGE OF LINES

The task taught in this lesson consists of:

- Identifying doctrinal considerations
- Developing a passage of lines plan.

Task: Plan for a passage of lines.

Condition: Given a tactical situation, a map pertaining to the simulated tactical situation, and a battalion operation order.

Standard: The input developed for paragraphs 3 and 4 of a company OPORD to plan for the passage of lines should include coordinates of passage point, measures for combat support, combat service support, exchange of tactical plans, transfer of responsibility, traffic control, communication, and execution.

Exercise 1: IDENTIFYING DOCTRINAL CONSIDERATIONS

Application of Doctrinal Considerations

To ensure that a passage of lines plan will fulfill all requirements to enable one unit to pass through another unit's positions, specific Army doctrine has been established.

The two units, for the time one is passing through the position of the other, are extremely vulnerable. For this reason, the commanders must thoroughly coordinate troop movement, troop positions, combat support, and combat service support.

Read pages [G-2 through G-7 from FM 7-10](#) now.

Coordination is initiated by the commander of the passing company, after he receives the order to conduct a passage of lines.

The factors which the commanders must take into consideration, besides the vulnerability of both units, include:

- Movement of troops
- Troop positions
- Combat support or fire support
- Combat service support to include the evacuation of casualties, handling prisoners of war, recovery and evacuation of vehicles, and resupply of fuel and ammunition
- No disruption of either unit's tactical mission.

Tactical and Technical Considerations

The 10 considerations which must be evaluated are:

- Control measures
- Reconnaissance
- Communications
- Guides and traffic control
- Security
- Passing company's scheme of maneuver
- Fire support
- Transfer of responsibility/actions on enemy contact
- Combat service support
- Conduct of passage.

After applying METT and evaluating the criteria above, the commanders will choose the best plan of action for their situation.

Now that you've read the extract pages of FM 7-10 and have completed the instructional material of this exercise, let's see what you've learned.

Proceed to [**Practical Exercise 1**](#) and begin.

LESSON 2

PRACTICE EXERCISE 1

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

As you start your planning you review the doctrine and know that:

1. Both units will be extremely vulnerable during the passage because
2. Detailed coordination for the passage is accomplished to
3. Coordination between units is highly important and
4. Tactical and technical considerations are essential to planning. They should be recalled without referring to the doctrine. List at least six of these 10 considerations.
5. Factors that are always considered when planning a passage of lines are known as

Use the Bn OPORD on page 6 of this subcourse to answer questions 6 and 7.

6. Normally, a company would have primary and alternate passage lanes. Who would choose these?
7. Your FIST should coordinate all fires for the passage of lines. You direct him to

Exercise 2: DEVELOPING A PASSAGE OF LINES PLAN

Determining the Requirements of the Mission and Situation

To develop a passage of lines plan, the company commanders of the stationary and passing companies must both determine their specific requirements. Each commander must determine the requirements of the mission and the situation as they apply to him. Does the mission, for example, call for a forward or rearward passage? Or, does the mission require a delaying action, in which case, the XO takes an active role? The commanders would then coordinate troop movement, troop positions, combat support, and combat service support.

At this time review pages [G-2 through G-4 of FM 7-10.](#)

Determining Coordination Requirements

The commanders of the stationary and passing companies must perform several activities to plan and coordinate the passage. Their coordination meeting should address the following:

- What information is known about the enemy?
- When will a reconnaissance of the area be conducted?
- What scheme of maneuver will the passing company use and how can the stationary company provide support?
- How will communication information be exchanged?
- What recognition signals will be used?
- How many guides and what traffic control measures are needed to guide the passing company through the passage lane?
- What security measures will be used during the passage?
- Who will plan for the use of control measures during the passage?
- What fire support is needed?
- When will transfer of responsibility of the area forward of the stationary company take place?
- Who will provide combat service support?

Determining Reconnaissance Requirements

After the commanders of the passing and stationary companies have conducted their coordination meeting, a reconnaissance of the area is performed. This enables the stationary commander to determine the:

- Location of passage lanes
- Location of passage points to monitor movement of friendly elements and prevent enemy infiltration
- Location of any obstacles

- Location of release points
- Location of an assembly area for a rearward passage
- Disposition and actions of the stationary company
- Location of contact points where the two companies make initial contact
- Initial location for combat support and combat service support elements.

Look at [Figure 2-1](#) below. The figure illustrates the control measures for a rearward passage. The contact point is located forward of the stationary unit. Passage point 1 is situated between two stationary platoons to permit the stationary company to monitor the passing company's movement and reduce the likelihood of friendly units firing on one another. A release point and assembly area is located to the rear of the stationary company.

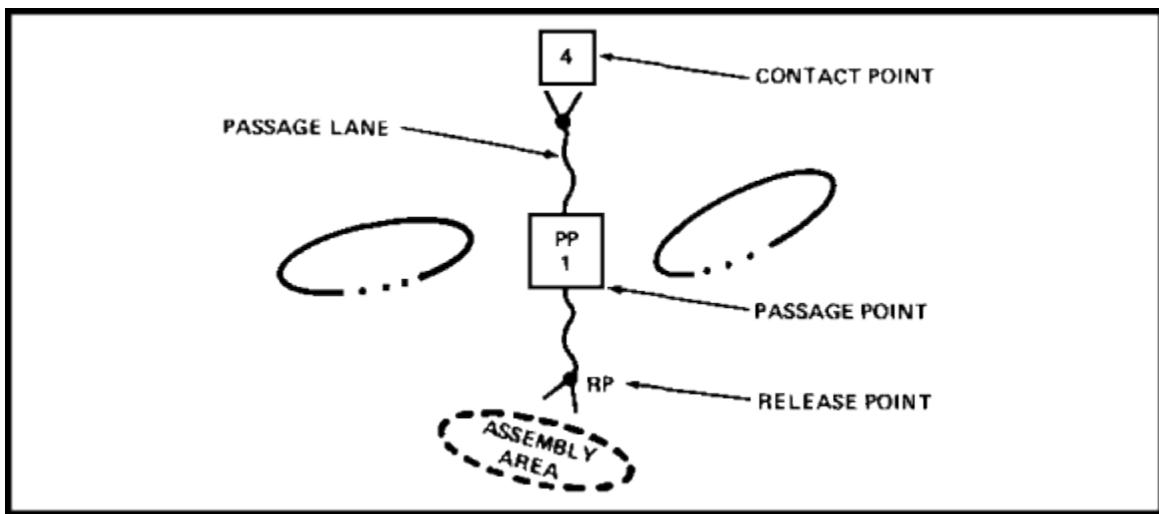


Figure 2-1. Control Measures for a Rearward Passage

Now look at [Figure 2-2](#) below. The figure illustrates the control measure for a forward passage. The contact point is located in friendly territory. Passage points are still situated between elements of the stationary company. The release point, however, is forward of the stationary company's main battle positions.

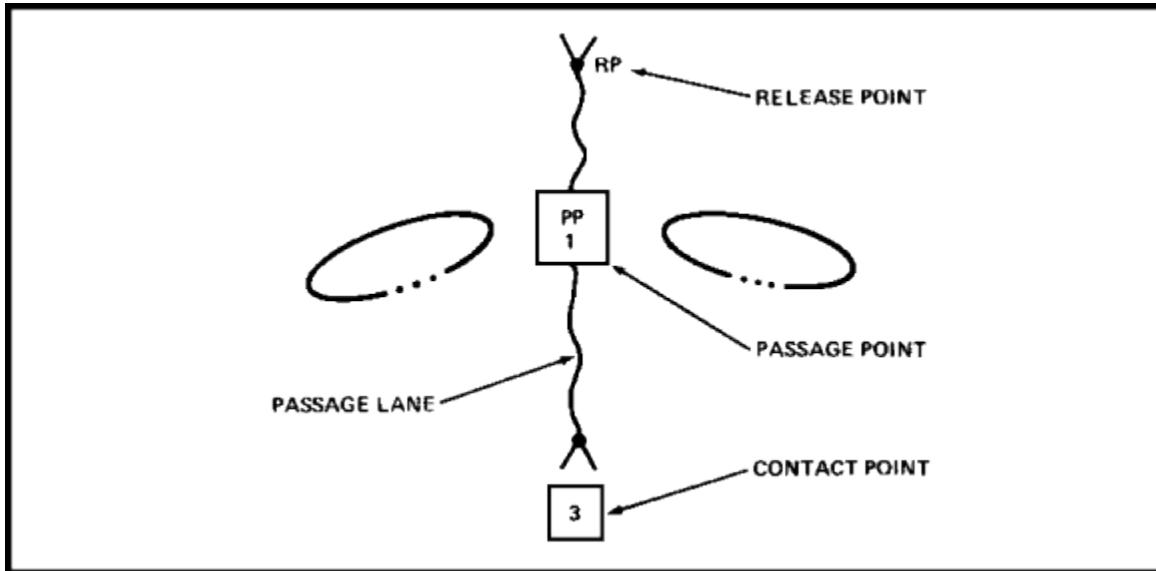


Figure 2-2. Control Measures for a Forward Passage

Developing the Plan

After the company commanders of the stationary and passing companies have held their coordination meeting and conducted a reconnaissance of the area, each commander must complete his passage of lines plan and issue orders to his subordinates so that all lower echelons understand what is expected of them.

In paragraph 3 of the OPORD the commanders should inform their subordinates of the scheme of maneuver; that a passage of lines would be conducted with another company which would be identified. Coordinating instructions relating to the passage plan would also be addressed in paragraph 3. Information about the use of control measures to include the location of guides, primary and alternate passage lanes, passage points, contact points, and release points would also be indicated.

Paragraph 4 of the OPORD would identify the company that would provide service support and the company that would receive the support. Paragraph 4 would also indicate how the evacuation of casualties, prisoners of war, recovery and evacuation of vehicles, and resupply of fuel and ammunition would be handled.

Now that you've read the extract material and have completed the instructional material for this exercise, let's see what you've learned.

Proceed to [Practical Exercise 2](#) and begin.

LESSON 2

PRACTICE EXERCISE 2

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

Use the OPORD and the overlay prepared by Co C, to answer question 1 through 10 on developing your plan for passage of line. You are the commander of Company B 1-67 Inf.

1. List the coordination elements you would discuss with the commander of Co C.
2. In conducting your reconnaissance, you want to get as close as possible to the enemy positions. You decide to recon as far north as possible. You decide to go as far forward as HILL .
3. A Co, 1-67 has an OP on HILL 390. You request that the OP do the following:
4. You discuss the location of passage lanes with the C Co Commander. You and he decide that the best passage lane is
5. You are concerned about the handling of PW's after the passage. You should
6. You determine the requirement for guides from the stationary company. You request that they meet your unit at
7. Control measures that you desire to use are ones normally used. These would be
8. After considering all of the factors of METT, you decide that the best location of your release point is
9. In planning for paragraph 3 of the OPORD, you would address , , and .

10. The passage of lines requirements addressed by paragraph 4 of your OPORD includes the identification of the companies providing and receiving service support, evacuation of casualties, and prisoners of war. Identify the other requirements addressed by paragraph 4.

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PASSAGE OF LINES

A passage of lines is an operation in which one unit moves either forward or rearward through positions held by another friendly unit. During a passage of lines, both units are temporarily concentrated in a small area and are extremely vulnerable. For such passage to occur with the least disruption of either unit's tactical mission, the commanders must thoroughly coordinate troop movement, troop positions, combat support, and combat service support.

Planning. Upon receipt of an order to conduct a passage of lines, the company commander of the passing company initiates his troop leading procedure (**chap 2**). He must contact the stationary company commander and arrange for a specific time and place for coordinating the passage. If possible, the company commanders, platoon leaders, and fire support team (**FIST**) chiefs of the two companies should attend the coordination meeting. In some situations (**in a delay, for example**), the company commander of the passing company may have his executive officer (**XO**) and a quartering party conduct the coordination.

The commanders of the two companies must plan for and coordinate:

- Exchange of enemy information.
- Reconnaissance of the area.
- Passing company's scheme of maneuver.
- Exchange of communications information:

- Control measures to be used during the passage.
- Fire support.
- Transfer of responsibility/actions on enemy contact.
- Combat service support.

After the coordination meeting, the commanders and platoon leaders should conduct a reconnaissance of the area, return to their units, complete their plans, and issue orders as appropriate.

Control Measures. The control measures used during a passage of lines normally include:

- **Contact point.** The stationary company commander designates contact points where the two companies will make initial contact. There will normally be a primary and an alternate contact point. However, he may decide to use multiple contact points (**one per platoon**).
- **Passage lanes.** The stationary company commander normally assigns the passing company a primary and an alternate passage lane. In some situations, he may assign the passing company multiple passage lanes (**one per platoon**). The passing unit(s) must move within its assigned passage lane when passing through the stationary company. The lanes should pass through unoccupied areas between elements of the stationary company or to the company's flank.

- **Recognition signals to be used.**
- **Use of guides and traffic control.**
- **Security measures to be used during the passage.**
- **Passage points.** The stationary company commander designates a passage point in each passage lane to increase control. Each passing unit must pass through its assigned passage point. This allows the stationary company to monitor movements of friendly elements more closely and helps reduce the possibility of enemy infiltration.

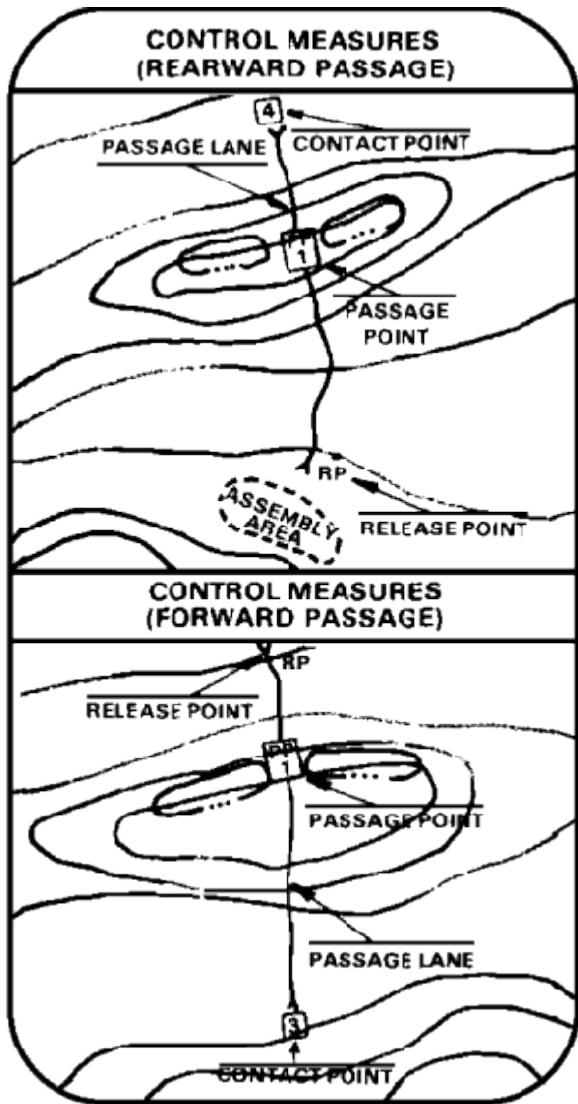
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- **Release points.** The stationary company commander designates a release point at the end of each passage lane. At each release point, the guide from the stationary company releases control of the passing unit to its respective leader.
- **Assembly area (rearward passage).** The stationary company commander designates an assembly area (**for the passing company to use**) to the rear of his company. This is especially useful when there are multiple passage lanes.

Reconnaissance. After the coordination meeting, the commanders and leaders should conduct a reconnaissance of the area. **They must determine:**

- **Passage lanes.**
- **Locations of the passage points.**
- **Locations of any obstacles.**
- **Locations of the release points.**
- **Location of the assembly area (for a rearward passage).**
- **Disposition and actions of the stationary company.**
- **Locations of contact points.**
- **Locations of the combat support and combat service support elements (command post, observation posts, trains, aid stations, mortars, tube-launched, optically tracked, wire-guided**



[TOW] missiles, and tanks).

Communications. The commanders should exchange callsigns, frequencies, codewords, pyrotechnic signals, and challenge and passwords. They must also plan for recognition signals that will be used to help identify the two units. This is especially important during limited visibility operations.

Guides and Traffic Control. The stationary company should provide guides to link up with the passing company at the contact point(s) and guide it through the passage lane(s). The passing company commander must tell the stationary company commander how many units, personnel, and vehicles will be passing through. If multiple lanes are used, this information should be broken down by lanes. This helps the stationary commander determine the number of guides and other traffic control measures needed. The passing company should have a representative at

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each passage point to identify and account for the personnel and vehicles passing through each point, and to notify the passing company commander when all personnel and vehicles have passed each point.

Security. The commanders must insure that their reconnaissance and other preparation activities do not reveal their

commander of the passing company normally assumes operational control of the security elements forward of the forward edge of the battle area (FEBA) belonging to the company being passed through. In the rearward passage, the responsibility for the area forward of the stationary company changes from the passing company commander to the stationary company commander when the passing company

plans to the enemy. They should select covered and concealed locations for the contact points, passage points, release points, and assembly areas. The passage lanes should also provide cover and concealment. When possible, the passage should be conducted during periods of limited visibility. The stationary company's security activities (patrols and observation posts) should continue to operate as normal.

Passing Company's Scheme of Maneuver. The passing company commander should explain his company's scheme of maneuver to the stationary company commander. This may help the stationary company commander determine how he can best support the passing company.

Fire Support. The company commanders must coordinate their plans for fire support. The stationary company should support the passing company with direct and indirect fire until they are masked by the passing company. The FIST chiefs of both companies should exchange target lists and, if possible, collocate during the passage.

Transfer of Responsibility/Actions on Enemy Contact. The responsibility for the area forward of the stationary company should be transferred at an agreed upon time. Normally, in a forward passage, the commander of the passing company assumes responsibility for the area at, or prior to, the time of passage or time of attack. This allows him to control all fire and maneuver in the area. If the responsibility for the area is transferred prior to the passage, the

passes a specific location (**designated phase line**) or at a specified time. Coordination and control are facilitated if the boundaries of the two units coincide. In either a forward or a rearward passage, both commanders must coordinate their plans for reacting to enemy contact during the passage.

Combat Service Support. In a forward passage, the stationary company should provide combat service support to the passing company. This normally includes evacuating casualties, handling prisoners of war, recovery and evacuation of vehicles, and resupply of fuel and ammunition. In a rearward passage, and when feasible, the passing company should provide combat service support to the stationary company.

Conduct of the Passage. At the scheduled time, the passing company approaches the contact point(s) and exchanges recognition signals with the guide(s) from the stationary company. After the necessary information is exchanged, the guide(s) takes the passing company through the passage lane(s) and releases it at the release point(s). As the passing company reaches its passage point(s), its representative(s) contacts the representative(s) from the stationary company and exchanges the necessary information. Even though leaders are coordinating, movement should be continuous. Both company commanders and both FIST chiefs should be collocated at a point from which they can observe critical areas, make timely decisions, and issue necessary instructions.

RELIEF IN PLACE

A relief in place is an operation in which one unit (**relieving unit**) relieves another unit (**relieved unit**) and assumes the relieved unit's responsibilities. **A relief in place may be conducted to--**

- **give a unit a break from combat when it has taken heavy losses,**
- **relieve the stress of prolonged operations in adverse weather or terrain, or**
- **allow the relieved unit to move to another location in order to conduct another operation.**

The relief is normally conducted while the relieved unit is in a defensive posture. The commander of the relieving unit should insure that his task organization conforms as closely as possible to that of the relieved unit. He should make changes to the defense only after the relief has been completed. This reduces the confusion and insures that the defense is not unnecessarily weakened by any changes during the relief.

Planning. Upon receipt of an order to conduct a relief in place, the company commander of the relieving company initiates his troop leading procedure (chap 2). He must contact the relieved company commander and arrange for a specific time and place for coordinating the relief. If possible, the company commanders, XOs, platoon leaders, and FIST chiefs of the companies should attend the coordination meeting. The company commanders may have the platoon forward observers (FO) attend the meeting.

The commanders and leaders of the

- **Exchange of communications information.**
- **Use of guides and liaison personnel.**
- **Security measures to be used.**
- **Control measures to be used. o Fire support.**
- **Sequence of relief.**
- **Traffic control.**
- **Transfer of responsibility.**
- **Transfer/exchange of equipment, supplies, ammunition, and minefields.**

After the coordination meeting, the commanders and leaders should conduct a reconnaissance of the area, return to their units, complete their plans, and issue orders as appropriate.

Control Measures. The control measures used during a relief in place normally include:

- **Assembly areas.** The relieved company commander designates a company assembly area for his company and a platoon assembly area for each of his platoons. The relieved platoon leaders designate squad assembly areas for their squads.
- **Contact point.** The relieved company commander designates a contact point where the two companies will make initial contact. This is where the company guide (**provided by the relieved**

two companies must plan for and coordinate:

- **Exchange of enemy information.**
- **Reconnaissance of the area.**

company) links up with the relieving company. There should be a primary and an alternate contact point.

- **Release points (RP).** The relieved company commander designates the release points to be used by the relieving company. He designates a platoon RP for the company and also a squad RP for each of the relieving platoons.

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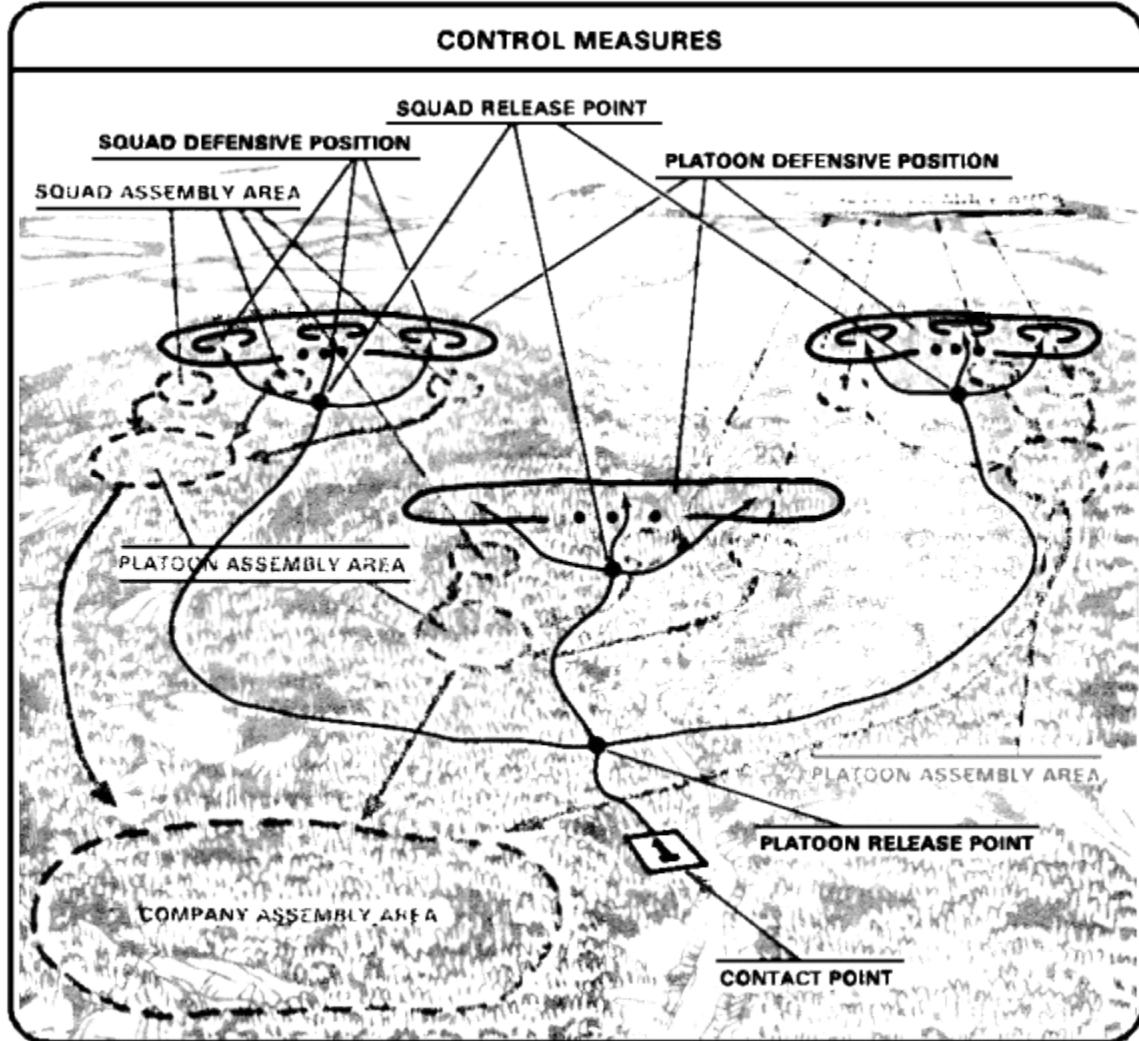
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- **Routes.** The relieved company commander selects the relieving company's route from the contact point to the platoon RP. He also selects a route for each **relieving** platoon to use when moving from the platoon RP to its respective squad RP. Each relieved platoon leader then selects a route for each relieving squad to use from its platoon's squad RP to its defensive position.

Each **relieved squad leader** selects his squad's route to its squad assembly area.

Each **relieved platoon leader** selects a route for each of his squads to use when moving from its squad assembly area to his platoon's assembly area. The **relieved company commander** selects a route for each of his platoons to use when moving from its platoon assembly area to the company assembly area.

The **relieved company commander** must insure that **all routes** are coordinated between the two companies, and that troop movement in the area is controlled.



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Reconnaissance. After the coordination meeting, the commanders and leaders of both companies should conduct a reconnaissance of the area. **They must determine:**

- **How the relieved company is disposed on the defensive position.**
- **Locations of the assembly areas. o Locations of the release points. o Location of the contact point.**

relieved company may also provide liaison personnel to remain with the relieving company until the relief is complete and its personnel are familiar with the area.

Security. Normal activities should be continued to deny the enemy knowledge of the relief. Local security (**observation posts [OP] and patrols**) should be maintained by the relieved company. These should be the last troops to be relieved. The relief must not be mentioned in the clear on field

- **Routes to be used.**
- **Locations of any obstacles.**
- **Locations of the combat support and combat service support elements (command post, observation posts, trains, aid stations, mortars, TOWs, and tanks).**

Communications. The commanders must exchange call signs, frequencies, codewords, pyrotechnic signals, and challenge and passwords. During the relief, both companies should be on the relieved company's radio net. The relieved company should maintain its normal level of radio traffic; the relieving company should maintain radio listening silence. The companies should use wire nets as much as possible. When the relief is complete, and on a predetermined signal, the relieving company switches to its assigned frequency.

Guides and Liaison Personnel. The relieved company should provide guides to link up with the relieving company and guide its subelements through the relief. In addition to the company guide, guides are normally provided for the platoons, squads, mortar section, TOW section, tanks (**when present**), and headquarters elements. The

phones or radios. The relief must be executed in the shortest possible time to reduce troop massing. The company commanders and their subordinate leaders must maintain adequate dispersion between units, enforce light and noise discipline, and control movement. The relieved company should leave its surveillance and radar teams in position until the relief is complete. If the relieving company is mechanized infantry, it should dismount to the rear so as not to jeopardize secrecy. It then moves forward on foot. Its carriers should not move forward until the relief of all dismounted troops is complete.

If the relieved company is mechanized infantry, it should leave its vehicles in position until the relief of all the dismounted soldiers is complete. It then moves the vehicles to link up with its soldiers. Infantry companies should also complete the relief of all dismounted soldiers prior to moving vehicles into or out of the area.

Fire Support. The company commanders must coordinate their plans for fire. The relieving company should use the relieved company's TOW positions initially. The relieved company commander may have his TOW section and mortar section remain in position until the relief is complete, and then move to the rear. The FIST chief of the relieved company should pass all of his fire support information, to include his target list, to the FIST chief of the relieving company. The commanders should collocate their FIST chiefs during the relief.

Lesson 3

PLAN FOR THE CONSOLIDATION OF AN OBJECTIVE

The task taught in this lesson consists of:

- Identifying doctrinal considerations
- Determining the requirements to be met for planning the consolidation of an objective
- Selecting a plan for the consolidation of an objective.

Task: Plan for the consolidation of an objective.

Condition: Given a tactical situation, a map pertaining to the simulated tactical situation, and a battalion operation order.

Standard: The plan selected must assign locations and specific areas of responsibilities to the maneuver platoons, provide for security and deployment of supporting weapons, modify preplanned fires as necessary, and position OP to the front and flank.

Exercise 1: IDENTIFYING DOCTRINAL CONSIDERATIONS

Application of Doctrinal Considerations

To ensure that planning for the consolidation of an objective is conducted to accomplish the mission of an infantry company offensive operation, specific Army doctrine has been established. To plan for this consolidation, you, as a company commander, must take into account those considerations that apply to terrain, defense, and an enemy counterattack.

At this time, read pages [3-28 through 3-30 from FM 7-10](#).

Concept of Consolidation

Consolidation of an objective refers to the organizing and positioning of platoons and weapons crews on a newly seized objective to defend against a counterattack. The company commander assigns sectors of the objective to his platoons. The two methods available to the commander for assigning sectors are the clock method and the terrain method.

Look at [Figure 3-1](#).

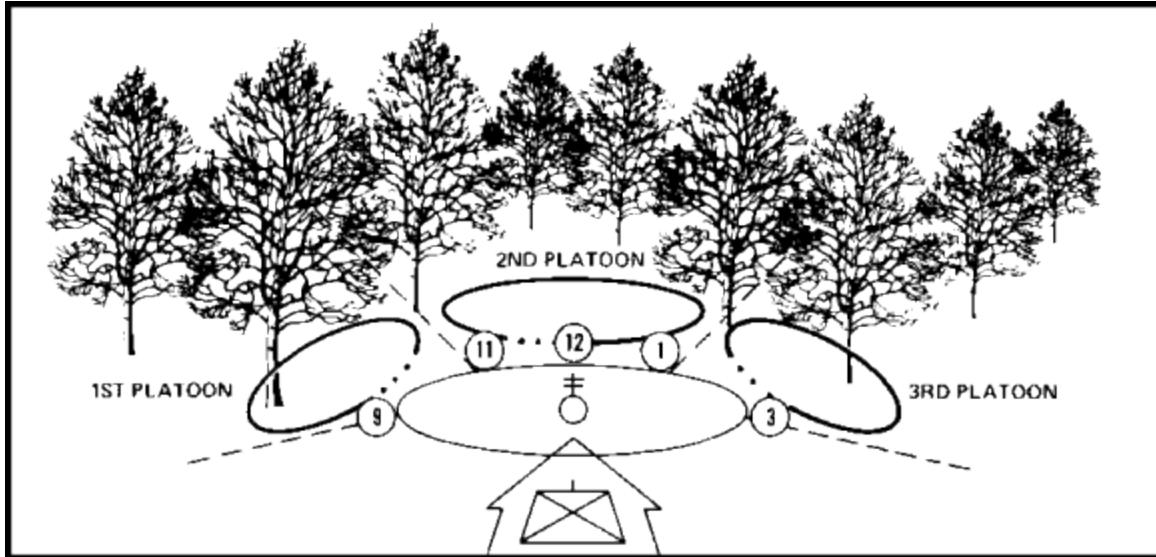


Figure 3-1. Clock Method of Assigning Sectors

When the terrain does not have any distinguishable features, the objective is broken into segments that correspond to the face of a clock. Twelve o'clock is always a compass heading or direction of the enemy. Each platoon is assigned a sector of the objective. Sectors are identified from one clock position to another clock position. For example, the 1st Plt has been assigned a sector from 9 o'clock to 11 o'clock, the 2d Plt from 11 o'clock to 1 o'clock, and the 3d Plt from 1 o'clock to 3 o'clock.

Now look at [Figure 3-2](#) below.

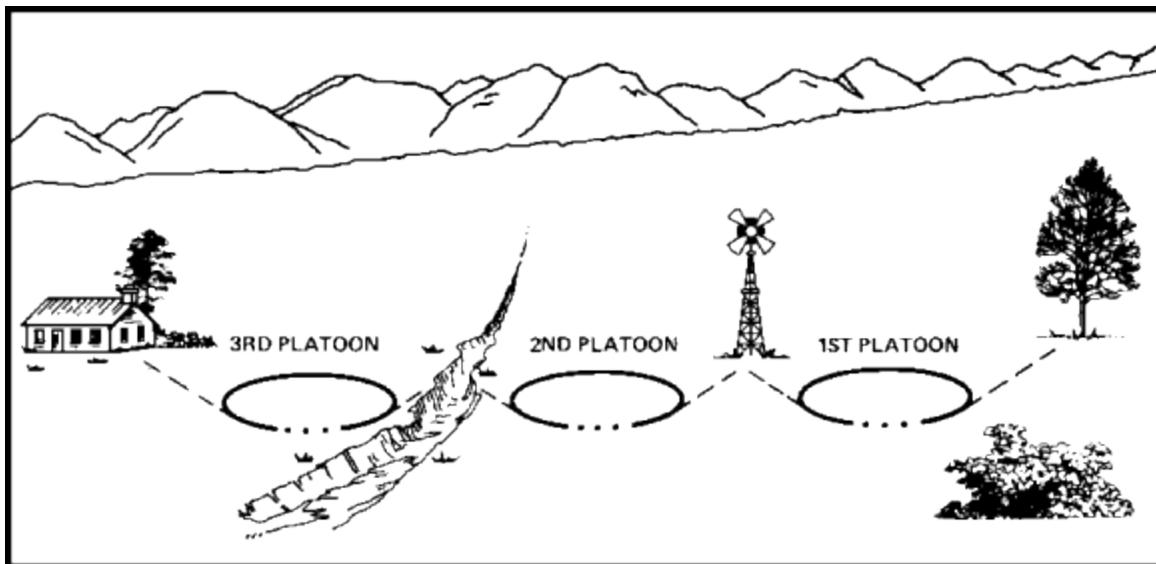


Figure 3-2. Terrain Method of Assigning Sectors

When the terrain has distinct landmarks, sectors are identified by using two landmarks as the right and left sector limits. For example, the sector assigned to the 1st plt may be from the oak tree on the right to the windmill on the left.

Consolidation Considerations

As previously indicated, a company commander must consider, along with the factors of METT, how terrain, defense of the objective, and possible counterattacks may affect your plan for consolidation of an objective. The criteria used for this purpose includes:

- Use of security measures
- Use terrain to the best advantage
- Movement of the fire element forward and integrated into the defense
- Determine probable enemy avenues of approach
- Keep the pressure on the enemy
- Movement of combat service support elements.

Company Reserve

The company commander may withhold a small force (as large as a platoon, but no smaller than a squad) and may commit it, if needed, at a specific time and place to:

- Exploit success or enemy weakness
- Support a forward platoon with fire and/or maneuver
- Assume the mission of a forward platoon
- Maintain the momentum of the attack
- Hold ground seized by forward platoons
- Defeat or block a counterattack
- Maintain contact by attacking from a new direction.

The reserve can secure a flank, provide security, clear and hold a bypassed enemy position, or patrol beyond the seized objective. It follows the forward platoons closely, yet far enough behind to protect it from fire which may hit forward platoons.

Now that you've read the pages from FM 7-10 and have completed the instructional material of this exercise, let's see what you've learned.

Proceed to [**Practical Exercise 1**](#) and begin.

LESSON 3

PRACTICE EXERCISE 1

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page**. Review the lesson as necessary.

1. List the three considerations that apply to consolidation of an objective.

2. List the six criteria used in planning for the consolidation of the objective.

3. Your company has seized an objective that is made up entirely of woods. You have selected the clock method to assign sectors because

4. In your consolidation planning you have initially selected the clock method of consolidation on the objective. This selection may have been influenced by your

5. Why is the company most vulnerable to an enemy counterattack immediately after seizing a new objective?

6. You also realize that many times, in the heat of battle, maneuver elements may become disoriented in regard to principle direction of the enemy. Through this understanding, when announcing the clock method of consolidation plans in your company OPORD, you would express the principle direction of the enemy as a

7. The reserve element is kept behind the forward platoons to

Using the clock method of assigning sectors, and the [illustration below](#), indicate the position of each platoon shown.

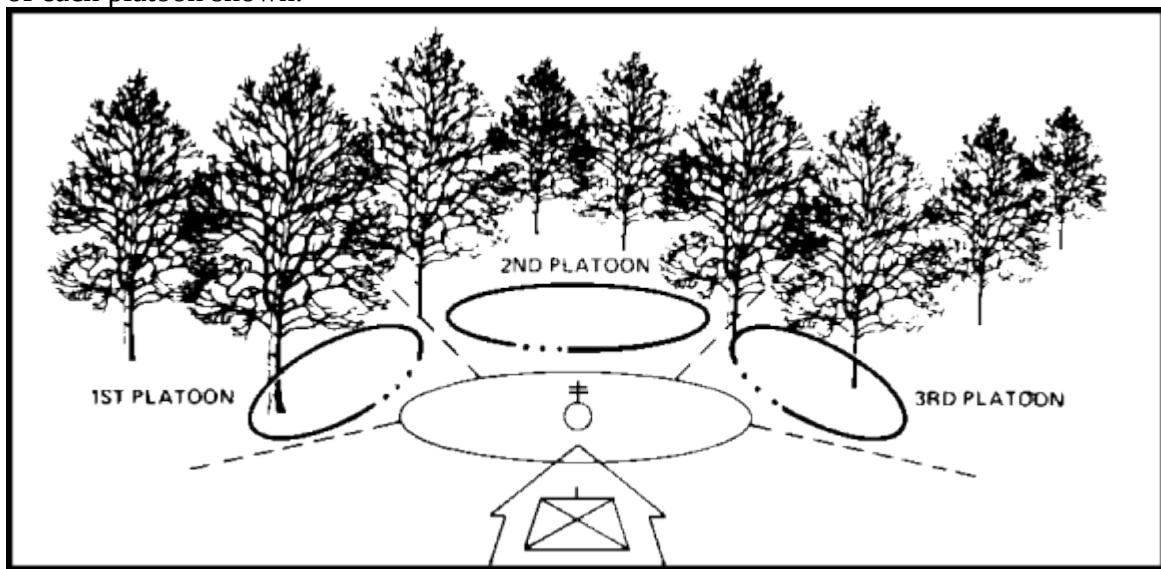


Figure 3-3. Practical Exercise 1, Determining the Clock Method of Assigning Sectors.

8. The 1st platoon is at

9. The 2nd platoon is at

10. The 3rd platoon is at

Exercise 2: SELECTING A PLAN FOR THE CONSOLIDATION OF AN OBJECTIVE

To select a plan for the consolidation of an objective, the company commander must identify those alternatives by applying METT, that meet the requirements of the consolidation plan and then select the plan that best fulfills those requirements. In Exercise 1 you learned what the considerations were for planning the consolidation of an objective.

Your choice of either the clock or terrain method to assign sectors is dependent upon the presence or absence of distinguishable landmarks. The fighting positions you select for weapons crews and platoons should cover the likely enemy avenues of approach.

The fire element is moved forward and integrated into the defense. Service support elements are moved to assist in reorganizing the unit; however, they should not be moved so far up that they become vulnerable to the enemy. Constant pressure should be kept on the enemy. This is accomplished by direct and indirect fire on the enemy's last known positions. Your establishment of an OP and security patrols is necessary to permit monitoring of the enemy and prevent enemy infiltration.

Proceed to [**Practical Exercise 2**](#).

LESSON 3

PRACTICE EXERCISE 2

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

1. The fire element and service support elements are moved forward during consolidation to
2. The primary consideration after the fire element is moved forward and integrated into the defense is to
3. What consideration applies to your selection of fighting positions?
4. OPs and security patrols are established to
5. The application of what factors identify alternatives that meet the requirements of the consolidation plan?

Lesson 4

COMPLETE AN INFANTRY COMPANY ATTACK PLAN

The task taught in this lesson consists of:

- Identifying doctrinal considerations of paragraphs 3 and 4 of a company OPORD
- Completing paragraph 3 of a company OPORD
- Completing paragraph 4 of a company OPORD.

Task: Complete an infantry company attack plan.

Condition: Given a tactical situation, a map pertaining to the simulated tactical situation, a battalion operation order, and a worksheet designed to test your ability to develop input for a company OPORD.

Standard: Paragraphs 3 and 4 of the company OPORD worksheet are completed. Paragraph 3 must contain a scheme of maneuver based on the assigned mission, enemy situation, terrain, weather and troops available, a fire support plan which complements the scheme of maneuver, special instructions to subordinate units, coordinating instructions (to include control measures, timings, consolidation and reorganization), and provide for the accomplishment of all unit tasks assigned in the battalion operation order. Paragraph 4 must cover the movement of company trains, provisions for the evacuation of wounded, handling of PW's, vehicle recovery, and instructions pertaining to service support.

Exercise 1: IDENTIFYING DOCTRINAL CONSIDERATIONS

Application of Doctrinal Considerations

To ensure that a company attack plan can be clearly expressed to subordinates, specific Army doctrine has been established. This doctrine provides specific considerations relative to the concept of paragraphs 3 and 4 of a company OPORD. When completing an infantry company attack plan, the company commander must know the doctrine relative to each of those considerations and apply it to the specific requirements of the tactical situation. In this exercise you will learn the doctrinal considerations that must be applied.

At this time re-read pages [3-25 through 3-30 from FM 7-10](#).

Paragraphs 3 and 4 of Company OPORD

An OPORD details the coordinated action necessary to carry out the concept of the commander. Paragraphs 3 and 4 of the OPORD express the commander's plan. Paragraph 3 gives the concept of the operation, tasks to be accomplished, and coordinating instructions. Paragraph 4 covers the administrative instructions and service support provided for the operation. You must know those considerations that apply to paragraphs 3 and 4 of a company OPORD so that you can express your plan of operation to subordinates. The considerations that apply to paragraph 3 of the OPORD include the following:

- The concept of the operation:

3.

a. *Concept of the operation.* This subparagraph contains the scheme of maneuver (direction of movement, movement technique, order of march, action at the objective, etc.) and plan of fire support (priority of fires and preparation of the objective).

● Missions for subordinate units:

- b. *Co C.*
- c. *Hv Mort Plt.* (subunit paragraphs - specific instructions
- d. *Scout Plt.* to only one unit be
- e. prepared or on-order missions)

● Coordinating instructions:

- f. *Coordinating instructions.* Apply to more than one unit. Critical control measures or phasing (time) may be discussed here.

The considerations that apply to paragraph 4 include the following:

- Administrative instructions
- Service support

This includes information pertaining to rations, ammunition, medical support, handling of prisoners of war and captured documents, transportation, and other combat service support matters. It includes as many subparagraphs as needed.

Application of METT

Effective application of the considerations that apply to paragraphs 3 and 4 of a company OPORD is achieved only if the commander evaluates and studies certain factors which can affect his unit's mission and develops his plan to take advantage of them. These factors are:

- Mission
- Enemy
- Terrain and weather
- Troops and time available.

Based upon the mission, enemy, terrain and weather, and troops and time available, the commander develops his plan by seeking solutions to certain questions as they apply to the individual factors.

Mission

- What is my unit's mission?
- What are stated and implied tasks of the mission?

Enemy

- What is the enemy situation?

- What type and size units am I confronted with?
- Where are they?
- What weapons and units do they have in support?
- Will they be mounted, dismounted, or both?

Terrain and Weather

- How can the terrain be best used?
- How can the effects of weather be best used?

To arrive at solutions for the questions regarding terrain and weather, the commander must consider observation and fields of fire, cover and concealment, obstacles, key terrain, and avenues of approach. He also considers the effect the weather will have on personnel, equipment, visibility, and trafficability. A further indepth look at these considerations follows:

- Observation and fields of fire dictate where platoons and weapons are positioned. In the offense, the overwatch element is positioned where it can support the bounding element. In the defense, platoons and weapons crews are positioned to cover likely enemy avenues of approach. The commander also considers the enemy's observation and fields of fire. If the enemy has good observation and fields of fire, the commander tries to reduce them by suppressing or obscuring the enemy's observation with fire and smoke.
- Cover and concealment influence the choice of routes and positions. In the offense, the commander selects routes that provide cover and concealment. In the defense, he selects positions that provide the best cover and concealment.
- Obstacles also influence the selection of routes in the offense and the selection of positions in the defense. In the offense, the commander may elect to bypass obstacles that will slow his unit's movement. In the defense, he positions troops and weapons to take advantage of obstacles that will slow or stop the enemy.
- Key terrain is any feature that affords an advantage to either the attacker or the defender. The commander considers key terrain and the weather in the selection of objectives and routes in the offense, and in the selection of positions in the defense.
- Avenues of approach are considered in conjunction with all of the foregoing considerations. They influence the selection of routes and the direction of attack in the offense, and the assignment of positions and sectors of fire in the defense. The commander also considers how the enemy avenues of approach or withdrawal can affect friendly operations.

Troops and Time Available

- How many troops are available?
- How much time is available?

Solutions to the questions regarding troops and time available affect the selection of positions, routes, formations, and the degree of preparation.

Control Measures

Another consideration applicable to paragraphs 3 and 4 of a company OPORD is the use of control measures to facilitate coordination and understanding. The commander uses control measures to regulate or direct his unit's movement, positions, and fire. Control measures are normally related to terrain features which are easy to recognize. The commander should use only those control measures needed to control his operation. [FM 7-10, pages 3-7 through 3-14](#), gives explanations and illustrations pertaining to the use of control measures. An extract of this material is found at the end of this lesson, of this subcourse. Be sure to read this before going on with this exercise.

Now that you've read the extract pages of FM 7-10 and have completed the instructional material of this exercise, let's see what you've learned.

Proceed to [Practical Exercise 1](#) and begin.

LESSON 4

PRACTICE EXERCISE 1

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

1. List three considerations that apply to paragraph 3 of an OPORD.
2. List two considerations that apply to paragraph 4 of an OPORD.
3. What would your concept of the operation in paragraph 3 include?
4. List the four factors of METT that a commander must evaluate and study while developing his company attack plan.
5. What two questions should be addressed while evaluating the factor of mission?
6. Which five questions should be addressed while evaluating the factor of enemy?
7. List two questions that should be addressed while evaluating the factor of terrain and weather.
8. Five considerations the commander must apply to arrive at solutions for questions regarding terrain are:
9. List four considerations the commander must apply relating to the effects of weather in order to arrive at solutions for questions regarding weather.
10. In considering the enemy's observation and fields of fire, the commander tries to reduce them through the use of

11. Cover and concealment influences the
12. To insure his unit's movement is not slowed down, the commander would elect to
13. The commander considers key terrain to select and .
14. While considering avenue of approach, the commander must also consider
15. List four items that are affected as the commander evaluates the factor of troops and time available.
16. The commander uses control measures to
17. True or False. It is necessary to use every control measure specified by doctrine to effectively control an operation.
True
False
18. List seven activities that may take place within the assembly area.
19. Give two reasons why the company would halt in the attack position.
20. The assault position is designated to allow the company to

Exercise 2: COMPLETING PARAGRAPHS 3 AND 4 OF A COMPANY OPORD

Paragraphs 3 and 4 of a Company OPORD

To complete paragraphs 3 and 4 of a company OPORD, you, as a company commander, must be able to do the following:

- Determine the requirements of paragraphs 3 and 4
- Determine the requirements of the situation
- Identify all possible alternatives that meet the requirements of paragraphs 3 and 4 and the situation
- Select the alternative that fulfills the requirements and doctrine.

Paragraph 3 of a company OPORD requires you to identify the following:

- Your scheme of maneuver
- Your platoon's principal missions
- Your platoon's individual tasks
- Any coordinating instructions.

The situation places requirements on you with respect to paragraph 3 because of such factors as:

- Mission assigned to your unit
- Enemy
- Terrain and weather
- Troops available to your unit (organic and attached).

Paragraph 4 of a company OPORD requires you to identify the following:

- The applicable administrative instructions
- The platoons responsible for evacuating casualties, handling of PW's, recovery and evacuation of vehicles, and the resupply of fuel, ammunition, and food.

The situation places requirements on you with respect to paragraph 4 because of such factors as:

- Your mission
- Location of trains
- Resupply point
- Disposition of PW's.

You must be able to identify the alternatives that will fulfill the requirements of paragraphs 3 and 4 and the situation, and then select the alternative that best fulfills the requirements and doctrine.

Proceed to [**Practical Exercise 2**](#).

LESSON 4

PRACTICE EXERCISE 2

Instructions The following exercises are study aids. Enter your answers in the spaces provided for each question. When you have finished answering all the questions for this lesson **print this sheet, and compare your answers with those given by following the link at the bottom of this page.** Review the lesson as necessary.

For instructional purposes, the worksheet below was designed for this subcourse to give you practice in developing input for paragraphs 3 and 4 of a company OPORD. You are the commander of Co B, 1-67 Inf. You will use this worksheet and [Special Map A](#) to do Practical Exercise 2.

Worksheet For Company OPORD

3.

- a. *Scheme of Maneuver.*
 - (1) Concept.
 - (2) Fires.
- b. *1st Plt.*
- c. *2d Plt.*
- d. *3d Plt.*
- e. *81mm Mortar.*
- f. *AT Section.*
- g. *Coordinating Instructions.*
 - (1)
 - (2)
 - (3)
 - (4)
 - (5)

4.

- a. *General.*
- b. *Material and Services.*
 - (1)
 - (2)
- c. *Medical Evacuation and Hospitalization.*
- d. *Personnel.*

Section IV CONTROL MEASURES

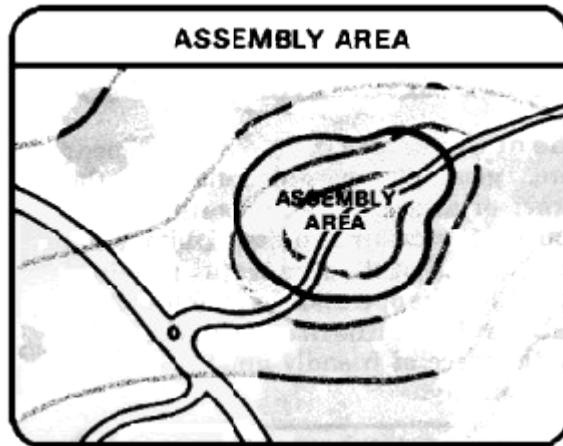
The company commander uses control measures to regulate or direct his unit's movement, positions, and fire. Control measures can be drawn on a map, overlay, or sketch, or shown on a terrain model. Control measures are normally related to terrain features which are easy to recognize. The commander should use only those control measures needed to control the operation.

OFFENSIVE CONTROL MEASURES

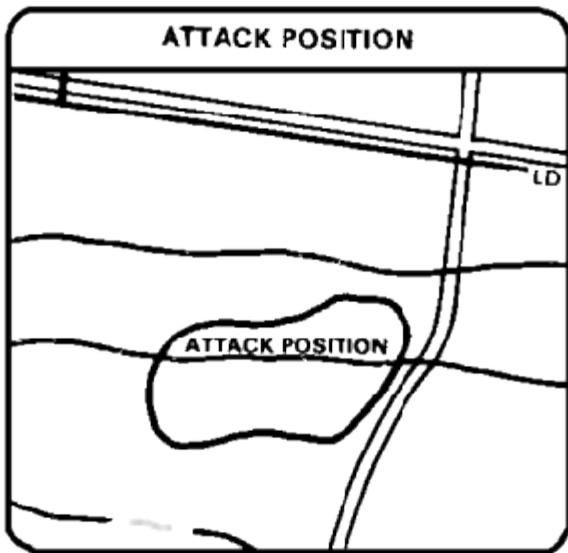
This is an area occupied by the company to prepare for future operations. Desirable characteristics of an assembly area include concealment, room for dispersion, covered routes in and out, and security from ground or air attack. It should be on defendable terrain out of range of enemy direct fire weapons. The amount of defensive preparation made by the company depends on its next mission and the time available for such preparation. **In an assembly area, these activities may take place:**

- Issuing orders.
- Organizing for the mission
- Performing maintenance.

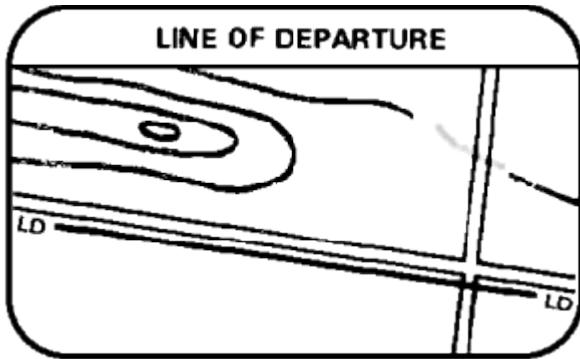
- Conducting inspections.
- Conducting resupply.
- Conducting rehearsals.
- Troop rest



. This is a position, short of the line of departure, where the company makes final preparation and deploys into its initial attack formation. It should be covered and concealed and should accommodate the deployed company. The company halts in the attack position only when final preparations cannot be completed before reaching it or if movement is ahead of schedule.



. This is a linear feature, generally perpendicular to the direction of attack, used to coordinate the advance of attacking units. Units start crossing the LD at the time set (**as the time of attack**) in the operation order (OPORD). The LD may be the **line of contact (LC)**. The LC is the trace of friendly units in contact with the enemy.

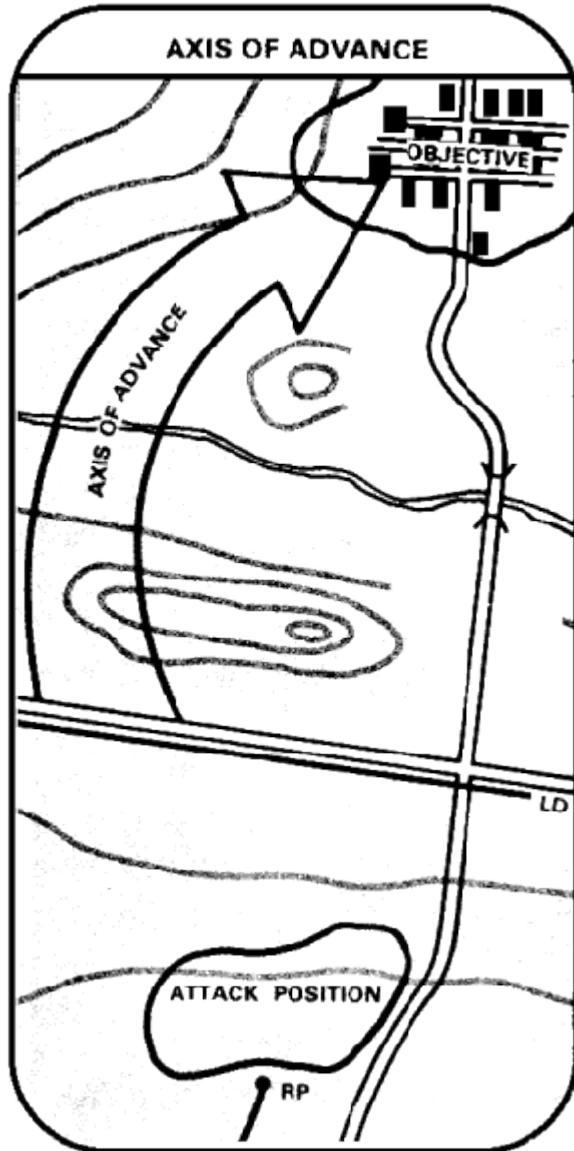
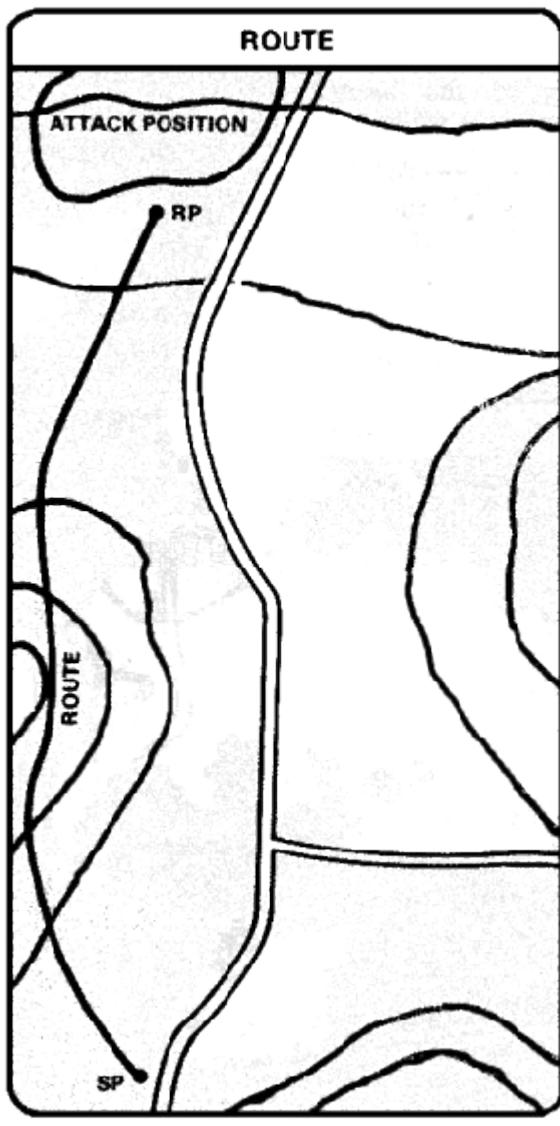


. This is a specific route along which the center of mass of the company advances. It is used when a commander needs to maintain tight control of his company in an attack. When attacking along a direction of attack, the company must clear the route of all enemy resistance. A direction of attack is often used in a counterattack or a night attack.



. This is a course on which the company moves when going from one place to another. The route's beginning is designated as the **start point (SP)**, and its end the **release point (RP)**. An SP time and RP time may be set for control when more than one unit will use the same route. Maneuver units, support units, and company trains may use different routes. A route is normally used behind the LD, but may be used in night attacks or other special operations.

. This is a broadly defined route, extending from the LD to the objective, that indicates the general direction of attack. It should not be over impassable terrain. The company can fire and maneuver to either side of its axis of advance if such actions do not interfere with adjacent units. Enemy troops along the axis of advance, who do not threaten security or jeopardize mission accomplishment, may be bypassed. They must, however, be reported to the battalion.



3-9

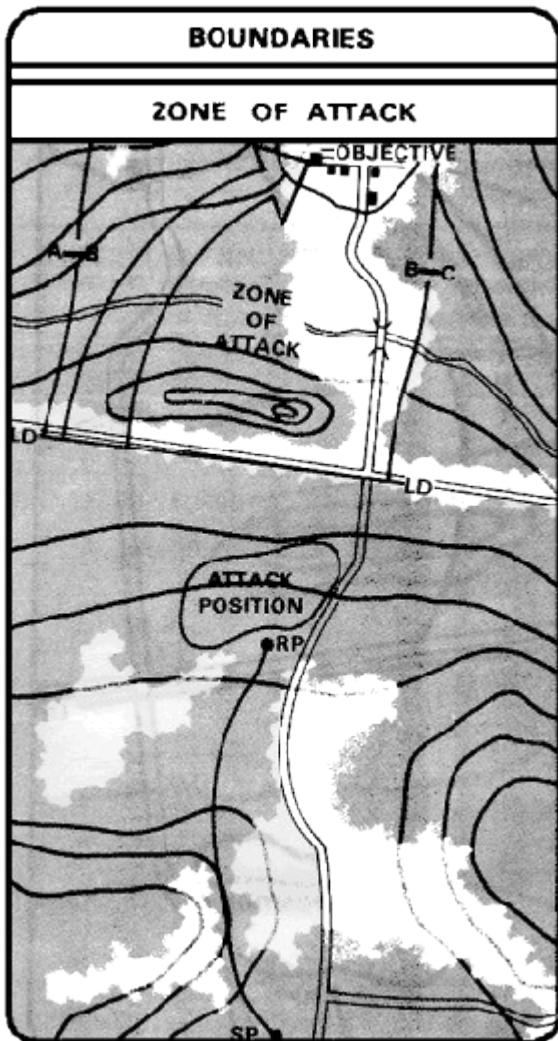
FM 7-10

. These are limits which define areas of tactical responsibility and control lateral movement and fire. The company can maneuver or fire anywhere within its boundaries and can fire direct fire across its boundaries at a clearly identified enemy target. Movement or indirect fire across boundaries must be coordinated with the

. This is an area forward of the LD assigned to the company. It is normally delineated by boundaries that extend from the LD into enemy territory. It designates an area to operate in and a direction of movement.

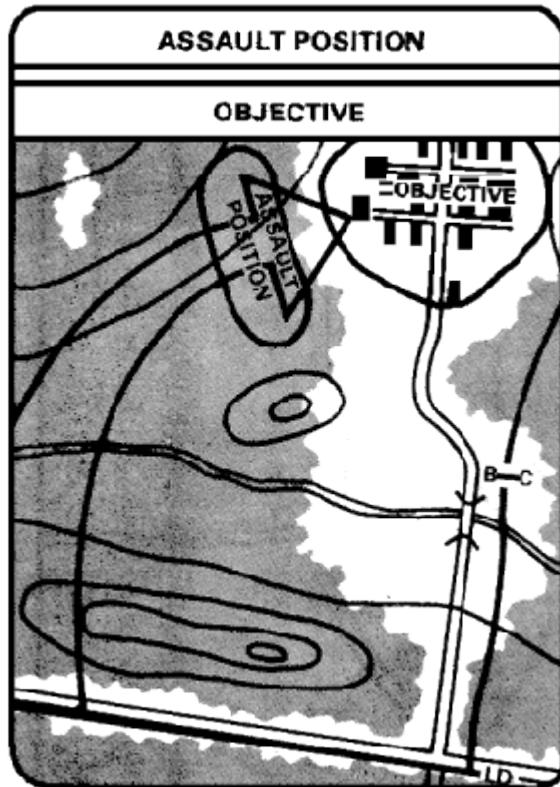
. This is a position designated between the LD and the objective where the company

adjacent unit. Boundaries are designated so they do not split responsibility between units for key terrain or avenues of approach. The area between the company's boundaries in the offense is its **zone of attack**. In the defense, it is its **sector**.



completes its final deployment into its assault formation. The position should be the last covered and concealed position short of the objective and big enough for the company to deploy into its assault formation. The company should not stop in the assault position or lose momentum while deploying.

This is an area and/or enemy force against which an offensive operation is directed. The company's mission is to seize the terrain and/or destroy the enemy force on its objective. An objective as-

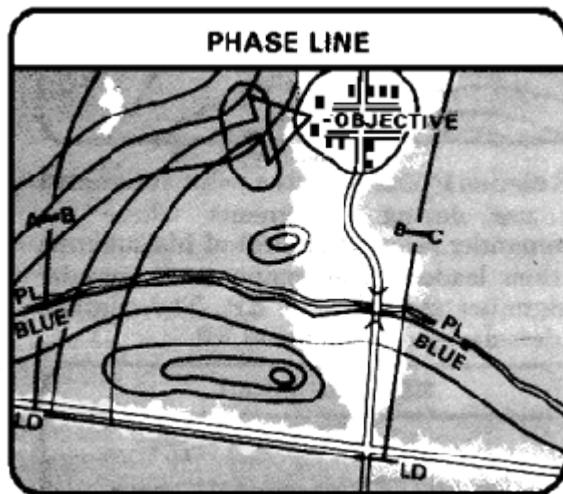


signed to the company must be within its capability to assault and occupy. The company's objective may be a separate terrain feature or a part of a battalion objective. A platoon's objective may be a **separate** terrain feature or a part of the company's objective.

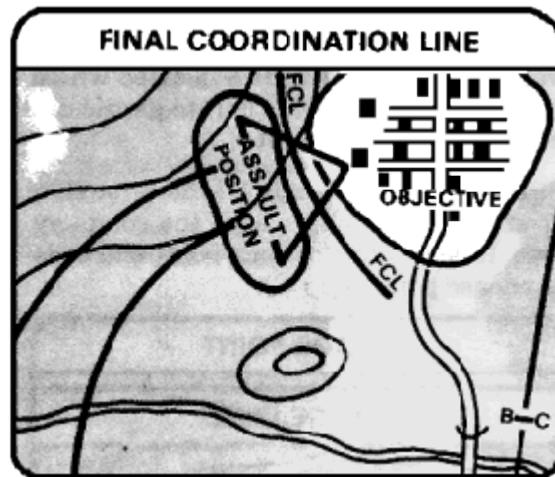
An objective assigned to a lead unit in a movement to contact is called a **march objective**. It is designated on terrain likely to be occupied by enemy troops and at a depth that is expected to insure contact with the enemy. Thus, march objectives help the lead element orient its movement.

The commander may designate **intermediate objectives** he thinks will aid in accomplishing his mission. They are normally key terrain features between the LD and the final objective.

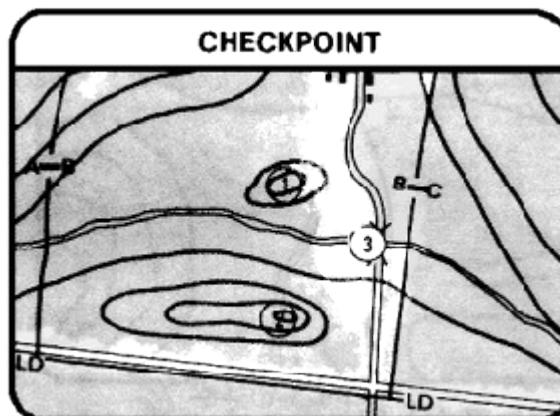
. This is a linear feature perpendicular to the direction of movement that is used to control the movement of units. Units normally report arrival at a phase line, but do not stop unless so ordered.



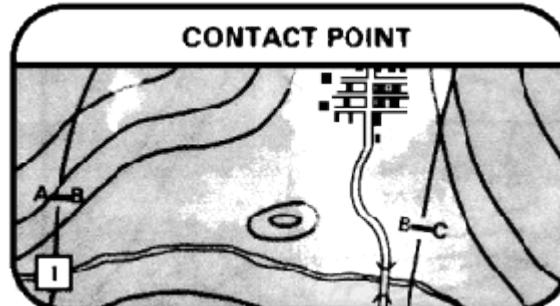
. This is a phase line often used by battalions and companies to coordinate lifting and shifting of supporting fire and/or to coordinate the deployment of attacking



. This is a point on the ground designated to provide a reference for reporting friendly locations and to control movement. Checkpoints should not be used to report enemy locations.



. This is a place where two or more units are required to make physical contact.



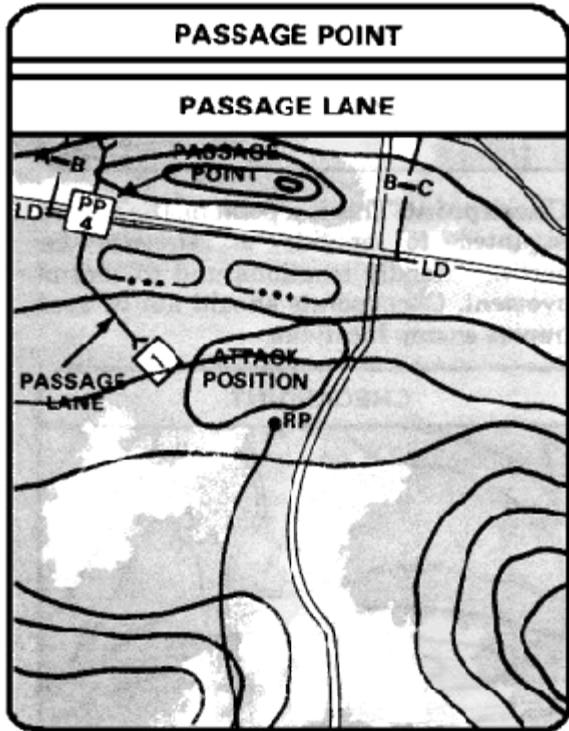
units before an assault.

3-11

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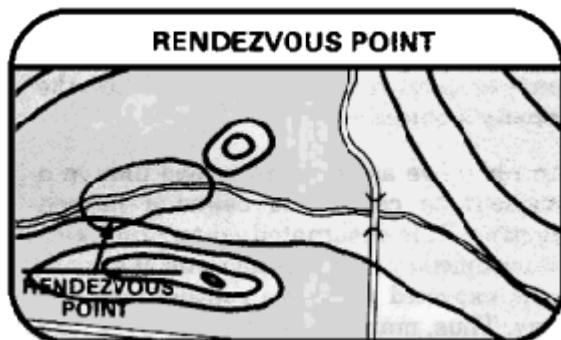
This is a place where the company will pass through another in an advance or withdrawal. It is located where the commander wants his unit to physically pass through another unit.

. This is a lane through a unit or obstacle along which the company moves. It begins at a contact point and ends at a release point (**app G**).

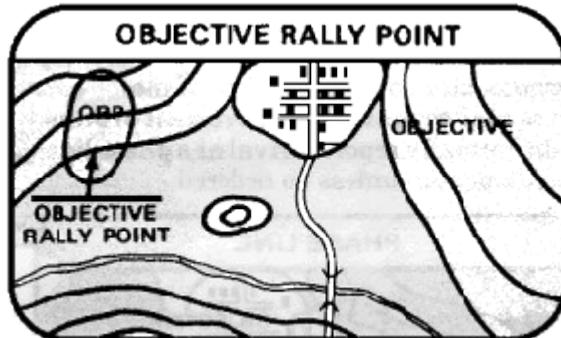


. This is a place (**that has previously been seen**) where the company can reassemble if dispersed during movement.

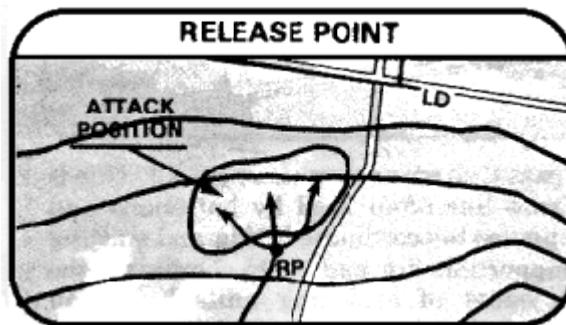
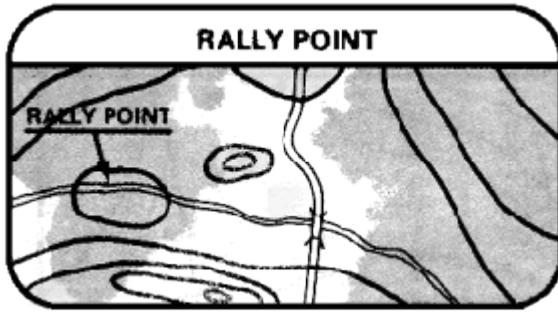
. This is a place (**that has not previously been seen**) where the company assembles after a movement.



This is a place where the company may temporarily halt and prepare prior to action at an objective and return to after action at an objective. It is used primarily by patrols.



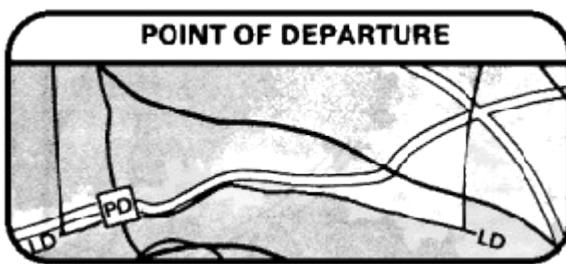
. This is a point designated for use during movements where the commander releases control of his subunits to their leaders. The company commander designates the platoon RP. The platoon leaders designate the squad RP.



3-12

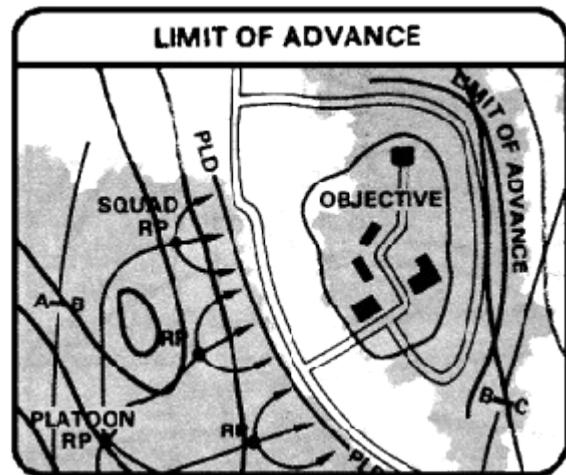
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. This is the exact place where the company crosses the LD. A PD, normally used during limited visibility, may be designated for the company by either the company or battalion commander. Guides may be posted at the PD to help the company find it and pass through friendly positions and obstacles. The company may use multiple points of departure.



. This is a place (**as close to enemy positions as the commander thinks his company can move without being detected**) where the company--in a night attack--completes final deployment. When the company reaches a PLD, it deploys into the line formation and waits for the signal to assault. A PLD may be set by the battalion commander when more than one company is attacking. A PLD may be used in any attack when visibility is poor. It should be on a terrain feature that is easy to find at night

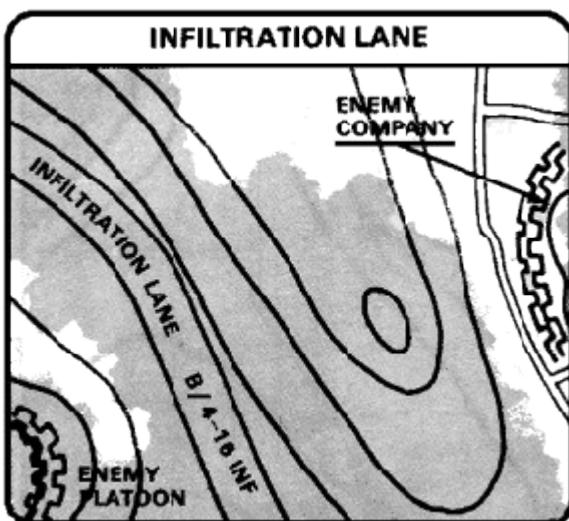
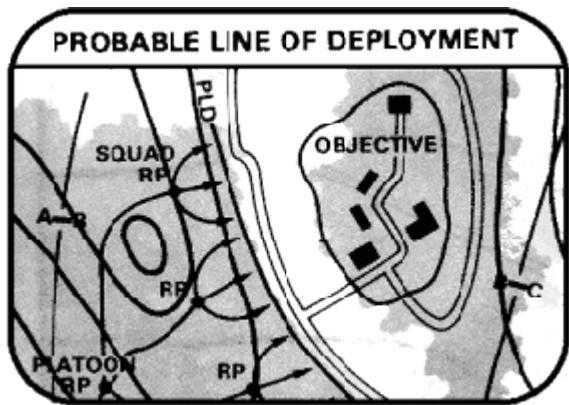
. This is a recognizable terrain feature beyond which attacking troops will not advance. One is selected beyond each platoon objective if the platoons are to seize separate objectives. A limit of advance helps insure that supporting fire from friendly units is not fired on friendly troops. It should be far enough beyond (**and to the flanks of**) an objective to give security elements space in which to do their job.



. This is a lane through which the company moves by stealth in order to pass through enemy lines without being detected. The company must stay within the limits of the

and perpendicular to the direction of attack. It should be on the enemy side of any obstacles.

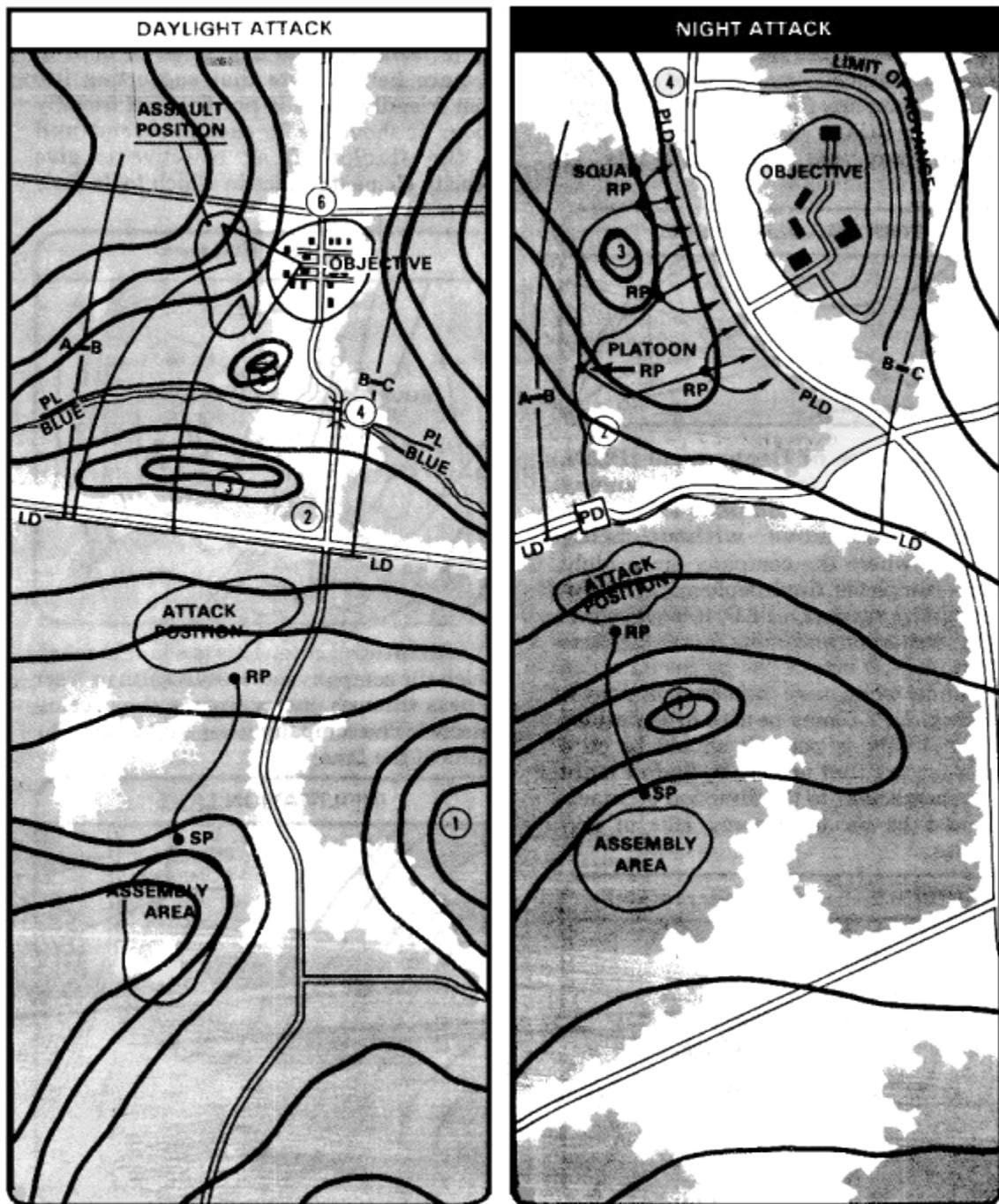
lane.



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EXAMPLES OF DAYLIGHT AND NIGHT ATTACK CONTROL MEASURES



3-14

EXTRACT OF FM 7-10

FM 7-10

Section VIII

DAYLIGHT ATTACK

An attack is conducted to destroy or capture an enemy force or to secure key terrain. It is conducted in a bold and aggressive manner, usually ending in close combat. An attack may be either hasty or deliberate. The basic difference between hasty and deliberate attack is the time available for planning and preparation (**app M**).

To successfully attack a position, **the company must--**

- **suppress the enemy,**
- **seal off the objective area from enemy reinforcements or resupply,**
- **maneuver troops to overwhelm the enemy at an existing weak point (or at a place where a weak point can be created), and**

- clear the objective of all enemy resistance.

ATTACK PLAN

On receipt of the battalion OPORD, the company commander starts his troop leading procedure (chap 2) and makes an estimate of the situation. His estimate is a consideration of the mission, enemy, terrain and weather, and troops and time available

3-25

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(METT). Based on that, he makes his attack plan. **The company's attack plan includes--**

- **a scheme of maneuver,**
- **a fire support plan, and**
- **the use of combat service support.**

. This is the positioning and movement of the maneuver element from the time the

The company commander chooses an initial formation and movement technique. He may change these en route if there are changes in the enemy situation, terrain, visibility, or the desires of the battalion commander.

If the distance to the objective is great, or if early enemy contact is not expected, the company may cross the LD initially in a column using traveling overwatch. As it approaches the assault position, the company may change to another technique (for example, bounding overwatch), or change

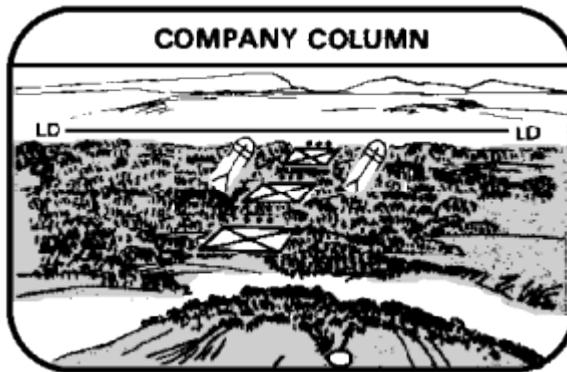
company crosses the LD through the consolidation on the objective. **It includes:**

. The company commander decides how many platoons are needed in the maneuver element and what each one's mission will be. He also decides how he wants each platoon to accomplish its mission. Depending on the situation and the support provided by the rest of the battalion, the company's maneuver element may be one, two, or three platoons.

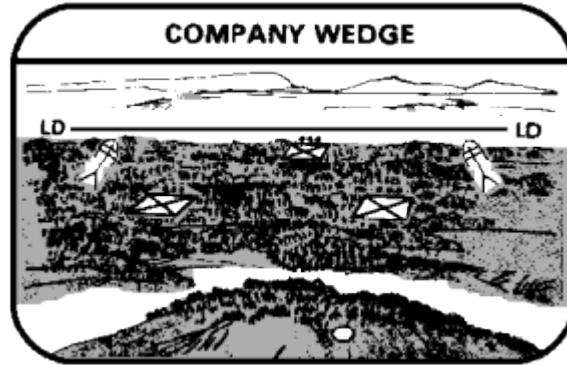
*. The company commander selects a route (**or multiple routes**) that take advantage of cover, concealment, and supporting fire. (**Each route should align the attack toward the enemy's flank or rear.**) The routes must coincide with the battalion plan and the control measures (**zone of attack, axis of advance, or direction of attack**) assigned by the battalion.*

*. The company commander may be told by battalion what formation (**app Q**) and/or movement techniques to use. If not, the company commander decides. His decision depends on the company's location within the battalion formation, the enemy situation, and terrain and visibility. The company commander may also decide the platoon formations and movement techniques.*

its formation and use bounding overwatch.



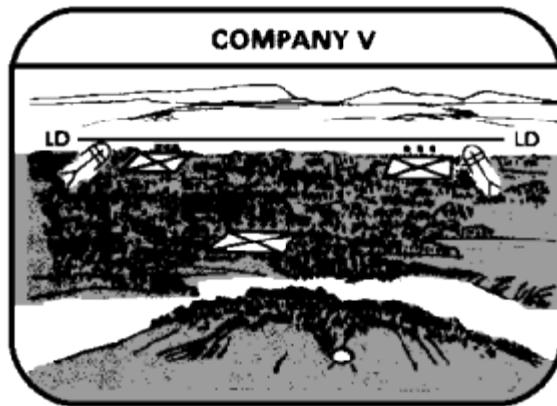
If the enemy location is known and the commander wants to maintain freedom of maneuver and reduce reaction time, he may lead with one platoon followed by two platoons abreast in overwatch. This is the company wedge. Once contact is made, the lead platoon becomes the fire element and the trail platoons become the maneuver element.



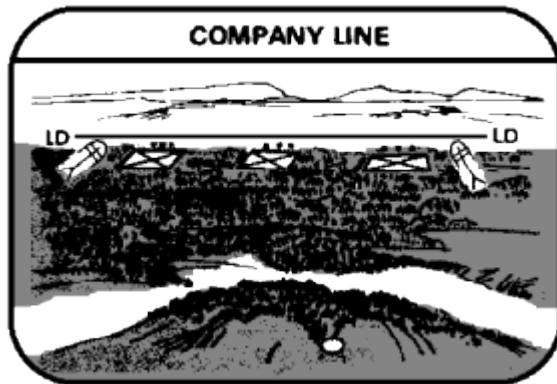
*If the distance to the objective is short and early contact is expected (**or when in contact**), the company commander may cross the LD with two platoons abreast and*

lines, zone of action, and objective. The battalion commander assigns only those control measures needed to insure control, and he may change them during an

one to the rear in overwatch. This is the **company V**. It provides increased firepower forward while maintaining freedom to maneuver one platoon.



The company commander may decide to cross the LD with all (**three**) platoons abreast in order to provide the maximum firepower to the maneuver element. This is the **company line**. In such cases, the fire element must be provided by company TO Ws or another unit in the battalion.

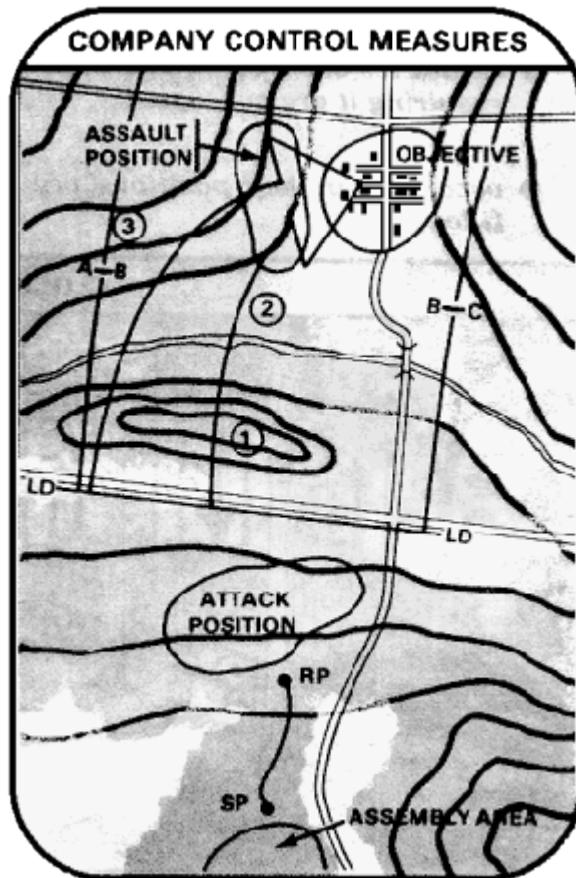


The battalion commander assigns control measures (**to the company**) needed to insure that the battalion plan is carried out. These may include: attack position, line of departure, axis of advance, direction of attack, assault position, phase

operation.

To help him control his company, the company commander selects the following (based on the scheme of maneuver and control measures assigned by the battalion):

- His position within the company formation.
- Control measures needed within the company.
- The best means to communicate with the platoon and section leaders.



. This is the reorganizing of platoons, sections, and squads in order to continue the attack. It is done both during and after an enemy contact. It should be part of the company SOP. During reorganization--

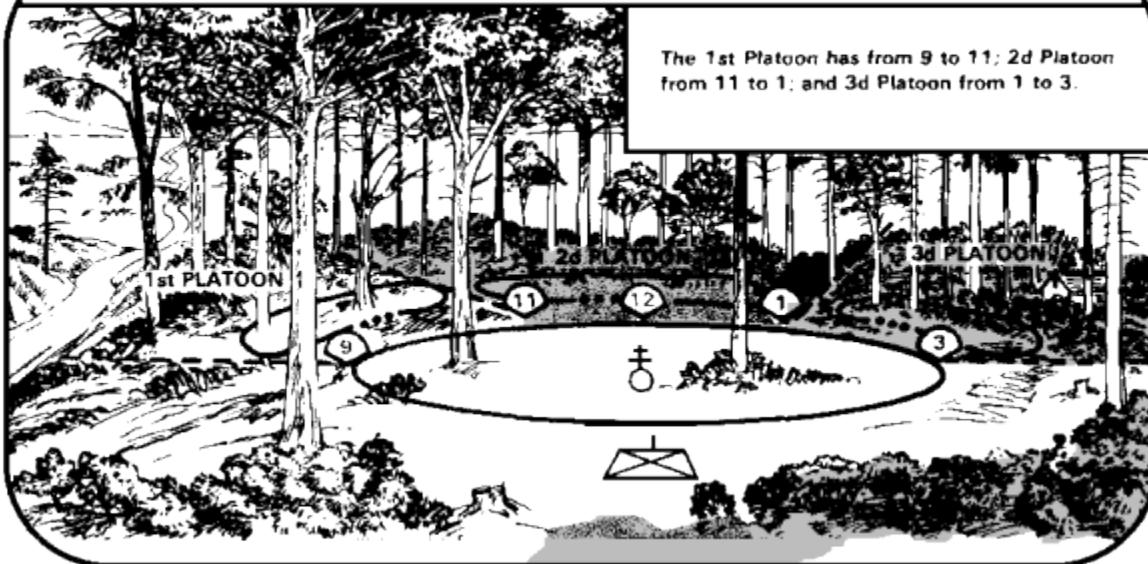
- ***each platoon leader reports his platoon's situation, position, casualties, and ammunition status to the company commander;***
- ***the company commander reports his company's situation, position, casualties, and ammunition status to the battalion;***
- ***ammunition is redistributed and units are resupplied;***
- ***casualties are treated and those requiring it are evacuated;***
- ***vacancies in key positions are filled;***

- ***prisoners are silenced, searched, segregated, and (safely) sent to collecting points; and***
- ***enemy information and materiel are collected and reported.***

. This is the organizing and positioning of platoons and weapons crews on a newly seized objective to defend against a counterattack. The company commander assigns a sector of the company's objective to each platoon to consolidate. He may use coordinating points to help the platoons tie in with each other. He integrates TOWs and tanks into the defense and assigns them positions and sectors of fire. The company commander can use either the **clock method** or the **terrain feature method**, when assigning sectors to the platoons.

In the clock method, the company commander divides the objective into **hour segments** like a clock. Twelve o'clock is either a compass heading or the direction of the enemy. He then assigns each platoon a sector by hour segments. **For example:**

CLOCK METHOD



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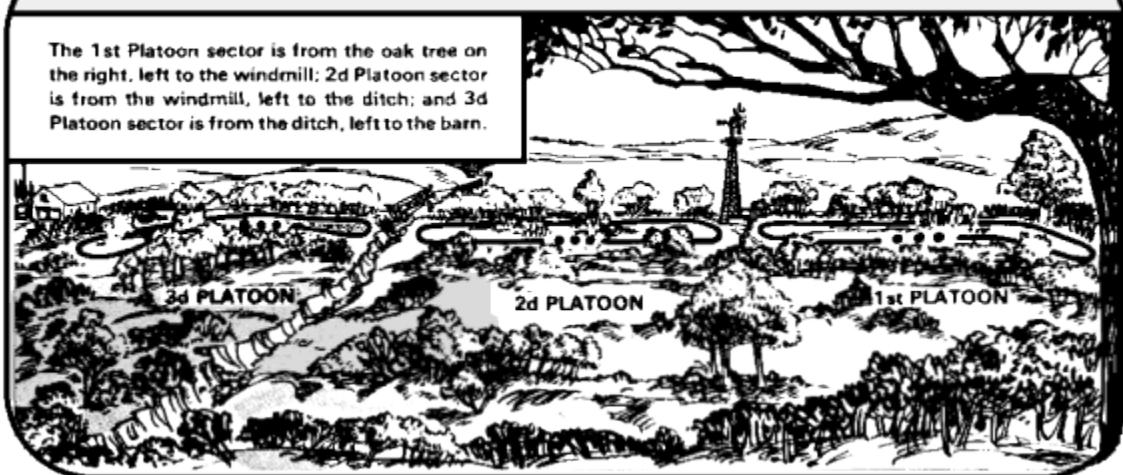
FM 7-10

In the terrain feature method, the company commander gives each platoon two

easily identifiable terrain features as the right And left limits of its sector. For example:

TERRAIN FEATURE METHOD

The 1st Platoon sector is from the oak tree on the right, left to the windmill; 2d Platoon sector is from the windmill, left to the ditch; and 3d Platoon sector is from the ditch, left to the barn.



During consolidation--

. The company commander may withhold a small reserve from the initial action. It

- *security is established (OPs and security patrols),*
- *platoons and weapons crews are positioned on the most defendable ground and covering the most likely enemy avenues of approach,*
- *fields of fire are cleared and fighting positions are prepared,*
- *combat service support elements are moved forward, casualties and prisoners of war are evacuated (chap 6 and app K),*
- *the fire element is moved forward and integrated into the defense, and*
- *pressure is kept on the withdrawing enemy by firing on his last known or suspected positions.*

may be as large as a platoon, but should not be smaller than a squad. The commander commits it (if needed) at a decisive time and place to--

- **exploit success or an enemy weakness,**
- **support a forward platoon with fire and/or maneuver,**
- **assume the mission of a forward platoon,**
- **maintain the momentum of the attack,**
- **hold ground seized by forward platoons,**
- **defeat or block a counterattack, or**
- **maintain contact by attacking from a new direction.**

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*The reserve can also be used to secure a flank, provide security, clear and hold a bypassed enemy position, or patrol beyond the objective (**after it is seized**).*

The reserve follows the forward platoons closely, staying far enough behind so it will not be suppressed by enemy fire on the forward platoons. This allows the company commander to maintain the freedom to maneuver the reserve. The reserve leader must know the company plan, keep abreast of the situation, and be prepared to support or assume a forward platoon's mission.

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